

Connecticut DUSTRY

NOVEMBER 1946



THE TELEPHONE PAY STATION AND THE

NEW GRAY AUDOGRAPH

HAVE TWO THINGS IN COMMON

SIMPLIF TROUBLIFTER FREINFERING

The Gray Audograph records on unbreakable plastic Flexograph discs available in three sixes: 5%' — over ten minutes on each side; 6½" over 16 minutes on each side and 8½" over 13 minutes on each side.

AND THEY WERE BOTH ORIGINATED BY GRAY

When you put a nickel into a Gray Pay Station, you expect it to work — and it does! When you flip the lever to record on the Gray Audograph, you expect it to do its fob — and it will! Both instruments were engineered by Gray — specialists since 1891 in designing simple, trouble-free mechanisms. The Gray Audograph is unlike any other dictation instrument in design, operation and performance. It is only 9½" x 9½" x 6½" (the size of a letterhead) and weighs but 13 pounds. You can dictate more than 60 minutes on a single Flexograph unbreakable plastic record. You can stop dictating in the middle of a word and start instantly without voice distortion or time lag! There are so many other exclusive features it takes a booklet to describe them all — send for your copy.

Distributors have been appointed in New York and Hartford. Responsible persons will be selected for the Gray Audograph franchise in other cities.

THE GRAY

MANUFACTURING COMP

W E DITMARS, PRESIDENT

16 ARBOR ST HARTFORD, CONN.

230 PARK AVE. N. Y.

Connecticit DUSTRY

H E

H

0 N

RAY

- and expect ay -Gray n and veighs graph word other

copy.

NY

N. Y.

WANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

VOL. 24 - NO. 11 - NOVEMBER, 1946

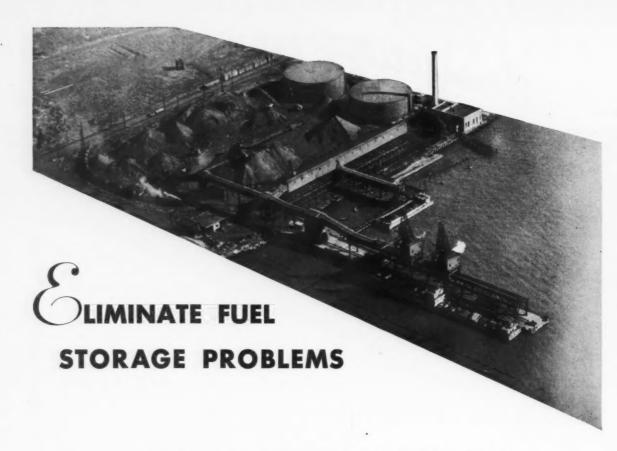
L. M. BINGHAM, Editor

IN THIS ISSUE

P	age		Page
Editorial	3	The Observer	
The Company Behind the Product	4	Employment Notes	34
(The Story of Airadio)		Industrial Relations—Law	35
Sales Management's Stake in Labor Relations	6	Federal Legislation	36
		Accounting Hints	
The Bermuda Ocean Race	8	Business Pattern	38
Industrial Designers—Their Faults and Virtues		Purchasing Notes	39
	9	It's Made in Connecticut	41
Escalator Clauses	10	Service Section	48
News Forum	11	Advertising Index	48

OFFICERS	ADMINISTRATIVE STAFF	DEPARTMEN	NTAL STAFF	
ALFRED C. FULLER President	N. W. FORD Executive Vice President	R. C. Je	Johnson	
EDWARD INGRAHAM Vice President	C. L. EYANSON Sec. and Asst. Treas.	M. R. RAITES	I. C. SCHILLINGER	
J	L. M. BINGHAM Director of Development	K. E. EDGERTON	M. H. FORSELL	
N. W. FORD Exec. Vice President	JOHN P. AHERN Executive Assistant	E. G. BLOCK	M. F. KINNEY	
JOHN COOLIDGE Treasurer	FREDRICK H. WATERHOUSE Counsel	V. D. CASTAGNO	F. E. KRUK	
C. L. EYANSON Secretary	RICHARD F. AMES Export Manager	A. M. Kristof	M. M. Moore	
	DIRECTORS			
	ALLERTON F. BROOKS New Haven R. L. WHITE New Britain HENRY C. HASKELL Moosub L. J. Ross Torrington R. E. GAYLORD Winsted	ALBERT E. OTTO Put. Sidney A. Finer Clin		
MALTBY STEVENS Meriden	H. W. STEINKRAUS Bridgebort	ALFRED V. BODINE	Bridgeport	
CLAYTON R. BURT Hartford.		FRANK H. LEE	Danbury	

Published monthly by the Manufacturers' Association of Connecticut, Inc., with executive offices at 436 Capitol Avenue, Hartford, Connecticut. Entered as second-class matter January 29, 1929, at the post office at Hartford, Connecticut, under the Act of March 3, 1879. As the official magazine of the Manufacturers' Association of Connecticut, Inc., it carries authoritative articles and notices concerning the Association activities. In all other respects the Association is not responsible for the contents and for the opinion of its writers. Subscription Rates: \$4.00 for 3 years; one year, \$1.50; 20¢ a copy. Subscribers should notify publisher promptly of changes in address. Advertising rates on application.



You need have no worry about fuel storage when you use our almost unlimited capacities for storing bituminous coal and industrial fuel oil.

Our efficient high-speed deliveries have already made "Fuel Storage" no problem to many important Connecticut industries. Let us show you how effectively we can meet your requirements.

T. A. D. JONES & COMPANY, Inc. BRIDGEPORT · NEW HAVEN CONNECTICUT

The Story of Our Magazine

By Alfred C. Fuller, President



During the nearly five years I have served as president of the Association, I have described from time to time in my annual reports, in my monthly messages on this page or during personal appearances before various groups, practically every service rendered to industry or to the public by the Association's staff, except one. That service is one being rendered every month through the publication of the Association's magazine, Connecticut Industry.

In the broadest terms, Connecticut Industry may be described as a class rather than a trade magazine, which seeks to promote the progress of industry within the state by publishing each month stimulating educational articles, illustrations, news items and departments about industrial methods, products, practices, services, and personalities.

From the first month Connecticut Industry was published in January, 1923, as a 20-page magazine, without advertising, and circulated to less than 1,000 organizations and industries, until now when it has grown to a 52 page periodical, including advertising, and circulating to 2,700 manufacturing companies, associations, libraries and individuals, those responsible for its publication have consistently sought to promote the industrial welfare of the state to the limit of staff time and funds available for the purpose. For the first two experimental years no advertising was permitted by the Board of Directors. But after that when it was observed that returns from advertising would permit expanded educational effort through the magazine without tapping other Association income, the Board of Directors agreed to permit the sale of advertising. However, to avoid any possible annoyance to member companies that might be caused by high pressure methods, no outside solicitors have ever been permitted to sell advertising. During the past 18 years the magazine has been practically doubled in size through nearly tripling its income by advertising and subscriptions, secured almost entirely by letter or telephone solicitation on the part of staff members.

So much for the objectives and growth data of Connecticut Industry. Let us now examine its content to see how it measures up to its objectives.

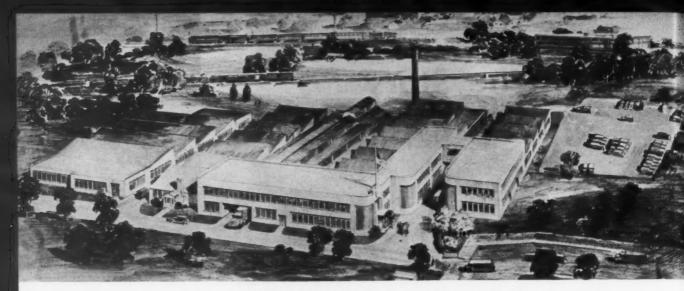
I have just reviewed the articles and other contents of the twelve issues published in 1945, to discover that the articles published may be broken down into 21 classifications as follows: Company stories and services, 1; Foremen, 2; Production Planning, 3; Research (product, sales or marketing), 5; Educator-Management Relations, 2; Management Treatment of Veterans, 2; Public Relations 9; Safety, 1; Employee-Management Relations, 8; Foreign Trade, 1; Design, 1; Surplus Property, 2; Government Relations, 2; Commerce Department Services, 1; Industrial Real Estate Management, 1; State Military Establishment, 1; Health, 3; Reconversion Summary, 1; Connecticut's War Record, 1; Bond Drives, 1; Advertising, 1; Industrial Planning for the Future, 2.

Although these articles were divided into only 21 classifications, they might be properly sub-divided into many more, particularly those classified under public or employee-management relationships, because they deal with many separate methods for promoting better relationships between management and their various publics. In addition, there were published hundreds of brief news stories, digested from the press of the state and from information received direct from manufacturers and organizations serving industry, all of which combine to keep management and large numbers of the public informed, with the least possible expenditure of time, about the industrial news and progress of the state.

To assist members further with many of their problems and to enlighten the general public who read the magazine as subscribers, as library visitors, or as callers who find Connecticut Industry in the reception rooms of manufacturing plants, there are some nine departments either written by staff members or prepared by other organizations. A Service Section also supplements our weekly bulletin service which seeks to bring buyers and sellers of goods, services or factory space together as well as to afford a limited means of serving the unemployed and companies seeking the services of certain key personnel. And finally, the company or individual who has a reputable service or product to sell to Connecticut manufacturers is afforded, through the pages of the magazine, an ideal opportunity to describe their wares to a highly selective audience of manufacturers who employ aver 95% of the industrial workers of the state-all at nominal cost.

In former years, or from 1934 until the beginning of hostilities in Europe and the beginning of the "defense production period" in the state, Connecticut Industry presented a continuing series of highly interesting and informative articles which told of the founding, growth and development of nearly a dozen industries and more than

(Continued on page 20)



General View of Airadio, Inc. Manufacturing Facilities in Stamford

The Company Behind the Product

The Story of AIRADIO

N 1939 Europe was again the stage for the opening scene of a war . . . La war destined to grow and spread until its evil effects would be felt by every man, woman, and child in the civilized world . . . a war of destruction and chaos, a gigantic conflict of right against wrong. As the war rolled on, new weapons were to become known, weapons so terrifying as to defy imagination. If the forces of right were to triumph, new defenses, and new methods of attack and counterattack had to be devised. The war saw the birth and development, to a fantastic degree of efficiency, of the miraculous radar. Battles were won, lives were saved, and the war was ultimately shortened by the amazing developments in the fields of radio and electronics. Inventions and discoveries were made that would ever after influence the daily life of civilized man. ... But the price was total war!

The year 1941 was a difficult one for our country. We felt the growing tension, the feeling of uncertainty, the apprehension and worry as we watched the demon of war and oppression spread its evil arms and envelop Europe and Asia.

Then the climax to our fears. . . . Pearl Harbor!

Our country was at war . . . we must now take up the fight. The entire world was involved and there was no time to lose. Our country must be geared for speed, in mobilization and

production. We needed ideas, we needed weapons . . . and we needed them fast.

The war was to bring out the best in American Industry. An Industrial Revolution, with new ideas, new processes, inventions and discoveries was in the offing. New organizations were to be born, organizations which by their speed and efficiency in meeting this challenge to American Industry were to set production records never equalled in all our history.

But let us tell you a story. . . .

A New Member of a New Industry

In the years before the war, a small organization, Airadio Company, was engaged in the design and production of communication equipment, and control tower equipment, for the major airlines. Custom built, skillfully engineered, this equipment is still in use today in the largest airports of our country. In January of 1941 Airadio Company was incorporated, and became known by the name it bears today, Airadio, Incorporated, of Stamford, Connecticut, destined to take its place as a leader in its chosen field.

Airadio Joins Up

With the outbreak of war we felt it our duty, as did many another organization, to get into war production. Primary consideration was given to our capabilities of producing aircraft communication equipment. We obtained

prime contracts with the Signal Corps for the manufacture of radio equipment, and had subcontracts with several large electronic manufacturers. At this time we started to produce many different types of units . . . antenna relays, control units, interphone units, audio amplifiers, transfer units and connector plugs—of the latter we were to eventually produce over three million for use on aircraft gear.

We started on a modest scale, but we were actually laying the foundation for what was to become one of the finest design, development, and manufacturing organizations in the electronic field. As time went on, it became apparent that the greatest single bottle-neck with which the Armed Forces were confronted was in the design, development, and manufacture of super-high and ultra-high frequency radar and electronic test equipment. Airadio, deciding that this was the field in which the most good could be accomplished, set out to acquire the necessary facilities and personnel to place itself in a position to accomplish this type of work.

Airadio Recruits an "Army"

Highly trained engineers and technicians, specialists and experts in the wizardy of radio and electronics, were recruited from all over the United States and assembled in our plants. At the same time it was necessary to get still more help, and people with many

and varied backgrounds—people who had been tailors, undertakers, salesmen, musicians—people from all walks of life were recruited and put through an intensive training program to qualify them to perform duties far afield from anything most of them had ever done or heard of before. But they were trained . . . and they worked hard . . . and they learned.

We were prepared, then, when the Signal Corps called on us to develop a high frequency aircraft receiver of new and advanced design, and to produce a radio range transmitter and a high speed CW transmitter. This equipment, when completed, greatly exceeded the original specifications, and the units were ultimately installed at Army Air Bases throughout the world. Concurrently work was progressing on blind landing equipment for aircraft, and the dramatic uses of this type of equipment, at airfields in every theater of war, are familiar to all and especially to thousands of pilots and crews whose lives were in

the balance.

As the enemy war machine fought on, relentlessly crushing everything in its path, we were fighting production battles on the home front. More and more equipment was being thrown into the struggle and this very equipment, every part, every unit, was a step toward victory.

Airadio's name was beginning to be known far and wide. A reputation was being made . . . a reputation for dependability and efficiency. Our products were reliable, and our production was rapid. We had grown to occupy three plants in Stamford, and our family of workers had doubled and tripled in size.

250 Miracles a Month

In the summer of 1943 the country had been at war almost two years, and more and more new devices of warfare were making their appearance. If the allies were to emerge victorious, we must outwit our enemies, not only by superior tactics, but by superior and advanced industrial production. The Navy Department asked Airadio to

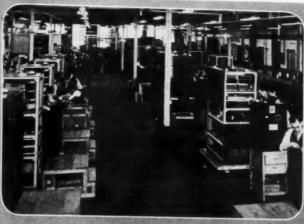
submit plans for the development and mass production of a signal generator, operating in the ultra-high frequency range. Other manufacturers, including leading test equipment manufacturers, who had been contacted in reference to the equipment, had advised the Navy Department that quantity production was impossible, due to the extreme precision necessary for accurate use. In fact, one manufacturer obtained a contract for the production of only five sets a month. After some redesigning by our engineers, we went into production and reached a high of two hundred and fifty sets a month. This generator was considered by the Navy as being one of its most dependable pieces of equipment.

Our list of accomplishments was growing. . . . We began the manufacture of an increasing number of secret and vitally important units—units requiring the utmost in engineering skill and precision workmanship. We were given many new projects for develop-

(Continued on page 26)

VIEWS OF MANUFACTURING AND TESTING OPERATIONS AT AIRADIO, INC.: (Top, left) Aircraft ground station transmitters on the assembly lines; (right) final assembly of ground

station transmitters. (Bottom, left) Final testing in Plant No. 1; (right) a section of the aircraft radio assembly line. Airadio manufacturing operations are carried on in four plants.









Cf

Corps equiph severs. At many attenna units, s and e were e mile, but

unda-

techthe were nited s. At o get nany

plish

Sales Management's Stake in Labor Relations

By ROBERT M. HOFFMAN, Customer Relations Director, Stevens-Davis Co., Chicago, Ill.

ALTHOUGH THE AUTHOR of this article, taken from notes of a talk given before the Hartford Sales Managers' Club, September 19, 1946, addresses his appeal to sales managers, his message should be read and acted upon promptly by management from the president down. The advertising manager, the employee magazine editor and personnel manager should play prominent parts along with the production manager and foreman in demonstrating effectively to workers the big stake they have in the success of their employers and in the continuation and improvement of the American "freedom of enterprise" system.

AWAKENING management to the sink-or-swim necessity of selling its story to its employees has become a popular crusade. Everyone seems to be talking about it, and like Mark Twain's weather rejoinder, "Nobody does anything about it."

Last April, Herman W. Steinkraus, the sales-minded president of The Bridgeport Brass Company, teed off with: "The biggest sales problem is to sell the fundamental facts about business and industry to the American people. The job is enormous but American business has done enormous selling before and it can do it again.' Then we have a most poignant comment from "The Guaranty Survey" (Guaranty Trust Company) of July 31, 1946, on the causes underlying much of our troubles in these words: "It would be interesting to know to what extent the industrial disputes that have done the country such incalculable harm in recent months, and that show signs of breaking out again in the not distant future, are attributable to radically mistaken notions concerning the facts of our economic system. . . . There is an urgent need for more effective means of bringing such facts to the attention of those who work."

Or, for a good punchy, succinct, appraisal of the crying need, take this excerpt from an editorial in Forbes Magazine of August 1, 1946.... "Too often management, because it had provided a fancy washroom and sends flowers when a factory hand's wife is sick, presumes these gestures take the place of an over-all intelligent attempt to sell—and keep selling—all ranks from junior executives to apprentices on the mutual stake every one of them



ROBERT M. HOFFMAN

has in his company's success, and in the sound functioning of free enterprise. The heart of any industrial relations program isn't merely providing bats, balls and a golf course; it isn't shiny one-shot propaganda posters. It's day in and day out selling, educating workers so that they understand what makes things tick, so that they understand why all benefit from mutual respect and company success."

And recently Mr. E. F. Hutton spent thousands of dollars in one week by buying full page advertisements in leading newspapers urging that stockholders write their company president insisting that he immediately take action to sell management to its employees before the opposition completely unsells them. So much for a

few typical examples in the flood of advice on the vital need for selling our system of business to our people.

But what comes next? What kind of selling? Who is going to do this selling if it ever actually gets out of the luncheon club stage and is really to be done? How can the knotted thinking of America's employees be untied? Let's face a fact or two. We have done a masterful job of selling the integrity of industry's products. The energy and skill of the sales profession, coupled with management's unceasing efforts to increase the quality of its products, have worked a miracle of public acceptance. Yet, haven't we failed to sell our own employees on "OUR" integrity? Our products have automatic acceptance in the homes of our employees. . . . But the managements which make these products do not. It might even be that they are automatically rejected. While we have been selling employees on our products, the opposition has unsold them on us!

The automatic rejection of management, brought about by a full scale unscrupulous smear campaign, has stripped peaceful negotiation of its chances to bring industrial peace. So long as employees automatically associate management with "economic royalists" and "exploiters," anything management does is immediately rejected as an enemy action. A blind, illogical resentment which wells up at the mere mention of management's name is blocking the reasoning process of many of our employees. So deep has this cancer penetrated, that many fine, progressive concerns have learned, to their dismay, that their pension plans, group insurance, hospital benefits, and other company sponsored measures, have backfired because the employee has been conditioned to suspect that any or all these steps represent attempts to put something over. No, high wages per se, short hours, cafeterias, lovely working conditions with every imaginable benefit are of little value unless the employee understands simply his own selfish stake in the profitable operation of the business with which he is associated, and this means selling him on the facts of life underlying his job security and living standards. We are reaping today the tornado of a long-drawn campaign to woo employees away from management's camp. Many of us fail to grasp the enormity of the results until the damage has been done . . . we allow them to receive a daily diet of distortion and falsehood designed to destroy their faith in us, without giving them the other side of the picture.

od of

elling

eople.

kind

this

ut of

really

notted

es be

. We

elling

ducts.

pro-

nent's

qual-

ked a

Yet.

our Our

tance

make

even

eject-

em-

pposi-

man-

scale

of its

ce. So

y as-

nomic

thing

ly re-

blind,

up at

ment's

rocess

ep has

y fine,

ed, to

plans,

s, and

asures,

ployee

t that

nt at-

. No,

cafe-

s with

little

rstands

in the

usiness

has

A Continuing Selling Job

The agitator fattens on the prejudices of the underdog. What employee doesn't make mental comparisons between his lot and that of his boss? Whatever he is paid, he feels it could be more; and the agitator keeps pressing the button of that inward dissatisfaction. And, when an employee is blinded by prejudice, his mind is wide open to false arguments and misinformation-the kind of "brain fodder" the agitator is so fond of dishing out. Management has on its hands a continuing selling job to acquaint employees with business economics; to provide a basic understanding that will keep their feet on solid ground.

The business baiter who promises employees that the moon with a fence around it will operate in a diminishing circle once management really begins to sell the basic fundamentals of business to employees, and continues with that selling job! One pitch is not a ball game. Nor is one newspaper advertisement anent public relations a sufficient campaign of enlightenment and inspiration. Public memory is short. It is so easy for employees to forget the simplest truths underlying the very work they are in. It was the late Raymond Clapper, famous war correspondent, who kept before him at all times a good admonition: "Never underestimate the peoples' intelligence; never overestimate their information."

Some business leaders have done little constructively to neutralize the malicious campaigns of the anti-management forces. Management's voice, usually and unfortunately, is confined to business magazines, to newspaper editorials, interviews and statements, after anti-management forces have precipitated critical issues. In the face of the long and careful preparations made by the maligners of management, business leaders can no longer afford to pull their punches. A continual barrage of factual selling data

supporting American ideals is required to meet attacks that are un-American in both purpose and method.

Much too much emphasis is being placed upon the fear of communistic influences and anti-management movements and too little emphasis by management upon positive policies that should be adopted to win the good will and cooperation of employees by proving to them that their own personal profits are at stake in the successful operation of the business with which they are associated. After all, what has management to fear if management makes clear to employee just what their stake in America really is, and what employees themselves must do to keep America the land of freedom and prosperity. Management's failure to tell the story of its contribution to American progress and prosperity is one big reason for the inroads that wild-eyed, phony ideologies have made into our American Way of Life. There is the biggest SALES job ever to be done by every business, big or small, as every intelligent, progressive leader will agree. Employees must be given sound economic facts and information about the industrial processes that make for enduring prosperity for all. If this is not done, the enemies of the American system will set up some economic structure that will even further limit the freedoms that are basic in our political and industrial form of government.

The Challenge to Sales Management

Sales management's stake is, in one sense, no larger than the stake of any individual from the youngest apprentice to the board chairman, in that every bread-winner receiving wages from industry, has a life-and-death stake in the perpetuation and improvement of the time-tested system of American enterprise which gives him a standard of living and average working conditions and hours of labor so far surpassing those of any other nation that any attempt at a common denominator of comparison is inadequate.

But sales management has a plusstake in labor relations far exceeding that of any other group of individuals. SALES MANAGEMENT CAN AC-TUALLY DO SOMETHING ABOUT IT!

And sales management had better do something about it quickly with not a second's delay. With Uncle Sam no longer being the one customer upon whose purchases for the past five years most manufacturers looked for their gross sales, it is incumbent on all sales organizations to realize that in the tough competition just ahead, those organizations with quality products plus lower selling prices are going to lead the field. And what makes lower selling prices anyway? Stripped of a lot of fancy figures and economic mumbo-jumbo, the answer is that the costs of production inevitably determine the ultimate selling price. Our employees set the price on the tag of every article from a pin to a locomotive that is invoiced out of our places of business. The organization with its employees working together as a team with the understanding of this fact is going to give its sales department a lot of constructive help in the market place where buyers carefully scrutinize both quality and price.

Volume is the heart of the matter, and costs are the determining factor. It is volume that makes jobs. In view of this function, adjusting prices to markets, today's boss-the management-is really the go-between bringing the customer into contact with the worker. Unless the customer will buy, the worker cannot sell his hours of labor at any wage. Therefore, management, and particularly, SALES MANAGEMENT, is the super-salesman for selling the hours of labor for employees to a market which consists of employees, themselves, and all other gainfully employed. By stalling on the job, by waste, by strikes, and other means that contribute to costs, they (i.e. workers) are telling their star salesman that they do not give a hang whether he sells their hours of labor or not. They are making it almost impossible for him to so adjust prices that workers may continue to employ each other by exchanging products of their hours of labor. Above all, by their very ignorance, they are telling the world that if they only understood how management must function there would be no trouble about profits. Profits, like high wages, must come as rewards for keeping costs

Sales Management's No. 1 Selling Job

We can beat our breasts and talk on endlessly about the need for sales management to take an active, aggressive part in selling employees on the

(Continued on page 27)

The Bermuda Ocean Race

By A. HOWARD FULLER, President, Fuller Brush Company, Hartford

N spite of shortages of many essential items such as sails and various kinds of gear, one of the largest fleets on record turned out for the 1946 Bermuda Race. Under these conditions, it was perhaps fortunate that moderate winds prevailed during the first two days and that the going was definitely on the light side from there on in.

"Gesture" was very fortunate with respect to gear and equipment, she being a new boat and having secured a new main sail and a new nylon Genoa jib prior to the start. Likewise, she was favored by having three good helmsmen on each watch.

In preparing for the race, "Gesture" was plagued by a number of minor mishaps which culminated in the tearing of the nylon Genoa some fifteen minutes before the actual start. This sail, later repaired at sea by Fred Jackson, was invaluable to us during the last two and a half days while beating dead to windward against extremely light breezes. In contrast to the bad luck which dogged us prior to the start, all our gear and equipment functioned perfectly between that time and the finish.

"Gesture" raced in the "A" class which started at 5 o'clock in the after-

THE "GESTURE" carrying her baby blue nylon spinnaker.





CREW OF THE "GESTURE": Standing (l. to r.) Howard Fuller, Bob Morse, Harvey Conover, Blunt White, Chick Larkin, Henry Shepard. Sitting (l. to r.) Stan Ogilvie, Fred Jackson.

noon of June 29, eight hours after the "B" boats had gotten under way. We had gone out to the starting line early and encountered pea-soup fog all the way from Newport Harbor to Brenton Reef Lightship. During the early part of the afternoon, we practiced tying in reefs rather than setting the spinnaker, a sail which is seldom used in a Bermuda Race. Ironically enough, we used the spinnaker twice during the last day but never found it necessary to tie in a reef.

The actual start was the most thrilling experience of my racing career, with the possible exception of the finish of the race when we learned that we had saved our time on Baruna. The fog bank had moved off shore and we were able to cross the line in clear weather which, in view of the circumstances, was certainly fortunate. There were approximately 18 boats in Class "A" containing some of the best bluewater sailors in the world. Everyone crowded the starting gun as if we were starting a race to Block Island rather than a 600 odd-mile grind to Bermuda.

"Gesture" managed to nab the coveted berth at the windward end of the line, though only by virtue of many an uningratiating cry of

"ROOM! Goddamit! ROOM!" directed at our nearest competitor "Maruffa." For a while it looked as if we would start the race by plowing straight through the after-end of the Committee boat, but in the end Gordon Raymond, in charge of "Maruffa," decided to honor our hypothetical overlap and let us through.

Shortly after the start, the fleet was swallowed up by the fog bank hovering off shore and from that time on we saw no boats until the last day.

We now had a fine full sail breeze out of the southwest which let us lay the rhumb line with sheets barely started. Because of the accident to our nylon Genoa, we used a smaller head sail until noon the next day when we put on another large Genoa for crossing the Gulf Stream.

During the next twenty-four hours "Gesture" sailed with sheets started just enough to maintain maximum speed under prevailing conditions. She turned in a remarkable 200-mile run and contrived to stay to windward of our most dangerous competitors such as "Baruna," "Good News" and "Mustang." This was undoubtedly one of the winning tacks.

I remember very well relieving the (Continued on page 29)

Industrial Designers: Their Faults and Virtues

By D. L. HADLEY, Hadley, Ryder & Pedersen, Hartford

THE AUTHOR OF THIS ARTICLE is senior partner of the design firm of Hadley, Ryder and Pedersen of Hartford. He has had over 32 years experience as a designer, including 17 years with the Westinghouse Electric Corp., from which company he recently resigned to establish his own design organization.

He has received many awards and written many articles on the subject of Industrial Design. As a nationally recognized designer, especially in the field of household appliances, he is well qualified to

express the following views on his profession.

ROBABLY no profession has been as roundly condemned, praised or misunderstood as that of Industrial Design. It has been the designers themselves who have done most of the praising in behalf of their efforts while many manufacturers have done the condemning or have misunderstood the real purpose and aim of the profession.

Its aims are sincere and commendable; to assist manufacturers to increase the sale of their products by improving their appearance or eye appeal and at the same time instilling in the consumer a better appreciation of

the industrial arts.

Ogilvie,

direct-

r "Ma-

as if we

plowing d of the

nd Gor-

laruffa,"

othetical

fleet was

k hover-

time on

il breeze

et us lay

s barely

nt to our ller head

when we

or cross-

our hours

s started

naximum

tions. She

mile run

dward of

tors such

nd "Mus-

y one of

eving the

That the profession has accomplished much in both directions, few will deny. On the other hand many designers have made some mistakes and left some bad impressions that will take a long time to erase. This was especially true in the earlier days when industrial designers were not too well known.

When manufacturers began to seek increased sales through improved appearance, the word soon spread that there was "gold in them thar hills" and then trouble began. There were not enough qualified and competent designers in the country to supply the demand, consequently members of kindred professions, such as commercial artists, draftsmen, architects and others hung out their shingles with frequent disastrous results to the manufacturers.

The answer is simple; lack of training and above all complete lack of knowledge of the vital components that are necessary to successful design. Before a physician or a lawyer is allowed to practice his or her profession they must pass a rigid examination before a recognized board of au-

thority. However, in the industrial design profession anyone who has ever been slightly exposed to any type of art course can hang out his sign and set up in business, regardless of his lack of training or experience.

Members of most professions have certain accepted rules and formulae to help them in solving their problems and so does the designer. Line, form, texture and color are the basic tools with which he works. Used intelligently by competent, well trained, experienced designers they can produce excellent results. In the hands of the incompetent, anything can happen—and it usually does.

Not only is a thorough knowledge of these elements necessary but equally important and desirable is a more than passing familiarity with raw materials. Many otherwise good designs have been commercial flops simply because a certain material or finish was recommended by the designer because his creative soul demanded it, regardless of possible mechanical or structural flaws that might develop later. An experienced designer knows, without being told, which materials are best adapted to the design and the product.

Many designers lack a sufficient knowledge of tools and their various functions. Some manufacturers claim that a designer doesn't need to know those things—that he has tool designers and production men who can take care of that problem. Quite true! But the designer who does know tools and production methods can save himself and his client considerable time and money if he has a knowledge of what is practical and what is not. Furthermore, he is in a better position to convince his client when someone questions the practicability of his design. A knowledge of all these factors plus anywhere from ten to thirty years experience usually adds up to a good de-

(Continued on page 30)



THE AUTHOR AT WORK

ESCALATOR CLAUSES

By FRED A., HARVEY, Secretary, The Purchasing Agents Assn. of Conn., Inc. and Purchasing Agent,
The Ansonia O. & C. Co.

IN THESE DAYS of uncertainty of deliveries and prices, that precious element—good will—can only be maintained by sellers who take the trouble to see that there is "a meeting of minds" between them and their customers. Mr. Harvey, long experienced in the field of industrial purchasing, outlines in this article how this good will may be retained by the use of the right kind of "escalator clause" in the seller's contract.

ONTRACTUAL provisions have long been used to protect a seller and sometimes the buyer against expenses that might arise from uncertainties that could not be included in the contract price. Changes in transportation costs, tariffs, taxes, and costs of litigation under breach of patent rights and workmen's compensation statutes have been commonly provided for in contracts. The recently increased use of this type provision to include protection from possible changes in labor and material costs has given rise to the coinage of the new phrase "escalator clause."

A modern definition of the term "escalator clause" could be "a contractual provision whereby the contract price may be adjusted so as to reflect changes in one or more of the cost elements which enter into it and which may develop during the life of

the contract."

Most escalator clauses are formulated by the seller, but many buyers have been able to suggest a clause that is mutually more desirable. Whether or not the use or desirability of the clause should be considered depends on several factors such as the relative importance of the order either from the dollar point of view or relative importance of the material, the length of contract term of delivery, etc. Probably for the ordinary orders which comprise the bulk of our purchase order volume for quick delivery, it makes little difference what type of clause is used, for we should know the integrity of our suppliers. Many orders will certainly be of such importance that the type clause used should bear close scrutiny.

Generally speaking, the best contract is that which carries a firm price, but under today's uncertain conditions, to insist on a firm price may penalize the buyer. The seller may be forced to include adequate allowances for all the possible risks that might develop,



FRED A. HARVEY

with a resulting firm price that is higher than would have developed under a proper escalator clause.

"Blank Check" Type

Let us examine some of the type of clauses being used and consider their implications. The first type and probably the most widely used is the "blank check" type, such as "The prices contained herein are subject to increase without notice" or another one "The price will be that in effect at time of shipment." On uncontrolled commodities the buyer is wholly at the mercy of the vendor but of course on OPA controlled commodities the ceilings at time of shipment will limit the advance. The right to cancel may be of dubious value because of delays involved. The obvious disadvantage to the buyer is the lack of any yardstick with which to measure the advance except the whim of the seller or OPA ceilings.

A second type provides for a maxi-

mum percentage increase in price. This type may read something like this:

"Any orders accepted for delivery after (date) will be invoiced at prices prevailing at the time of shipment, but any applicable increases will not be in excess of%, and in no event will exceed price ceilings authorized by the OPA or some similar governmental agency."

This type is better than the first type as it does limit the price rise, but still it doesn't tie prices to any standard method of adjustment, and allows increases regardless of whether or not the seller's individual costs have risen.

Formula Type Clause

The third type is the formula type escalator. This type is not as common as the previous two types because it is generally quite complex. It is used mostly by the heavy industries. Generally the material costs are tied to some published price lists or indexes, and adjustments are made in accordance to changes in these price lists or indexes. A similar formula may be provided for adjustments in wage changes. The advantage of this type clause is primarily that the buyer can readily confirm the changes as they occur. However, as most indexes were never intended for use in escalator clauses and were purposely broad in scope, they do not reflect accurately the cost changes of the individual company. In some of the formula type clauses the percentage of labor and material in the particular equipment is predetermined and these figures should bear close scrutiny. The size of the seller's inventory and goods in process should be gone into if possible in determining these percentages. A variation of this type clause is, in part, as follows:

"The contract price is subject to adjustment for changes in labor and/or material costs, such adjustment to be determined in accordance with the following method:

1. Labor:

(Continued on page 31)

NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

A PROGRAM of decentralization of responsibility in the settling of labor-management disputes, inaugurated by the U. S. Conciliation Service recently, has led to the establishment of seven regional advisory labor-management committees, including a New England

group.

ent,

ce. This

iced at of shipncreases%, d price OPA or gency."

he first

ise, but

stand-

allows

or not

e risen.

ila type

ommon

cause it

is used

s. Gen-

tied to

indexes.

accord-

lists or

may be

wage

is type

yer can

as they

es were

scalator

road in

curately

al com-

la type

or and

iipment

figures

he size

possible possible iges. A in part,

bject to labor adjustaccordthod:

adjustcontract ccepted

this: delivery

Walter P. Knauss, secretary and manager of the Manufacturers' Association of Hartford County and Joseph M. O'Rourke, secretary of the Connecticut State Federation of Labor, Bridgeport, are the two Connecticut members of the New England Committee, the personnel of which is made up of eight members, two each representing American Federation of Labor, Congress of Industrial Organizations, U. S. Chamber of Commerce and National Association of Manufacturers.

Director Edgar L. Warren of the Conciliation Service has revealed that the New England Committee's initial assignment is the "qualification of a panel of impartial arbitrators from which arbitrators may be chosen."



THE APPOINTMENT of Donald C. Higley to the post of assistant to

the vice president in charge of production has recently been announced by officials of Bigelow-Sanford Carpet Company of Thompsonville.

Mr. Higley has been associated with the company since 1933, and prior to his transfer to the company's New York office a year ago, was in charge of quality control at the Thompsonville plant.



EDWIN SETH TODD, president of the Clark Brothers Bolt Company, Milldale, and one-time director of the Manufacturers' Association of Connecticut, Inc., died recently at his home in Plantsville.

Mr. Todd began his service with the Milldale firm in 1892 as an office boy and clerk and was appointed to the presidency in 1925. He was president of the Hospital Corporation of Southington, president of the Southington Savings Bank, vice president of the Southington Bank and Trust Company, and served as a director of the Atwater Manufacturing Company, Plantsville, and the Peck, Stowe and Wilcox Company, Southington.

He was renowned locally for his active interest in civic affairs, having The Cover



THIS MONTH'S COVER depicts the Connecticut state flag flying from the State's own yacht. The photo is by James P. Schwartz, staff photographer for the Bridgeport Post, and was taken in December 1945 upon the occasion of a tour of Bridgeport harbor facilities by members of the governor's port and harbor committee and local Chamber of Commerce representatives.

been cited by the Unico Club as Southington's outstanding citizen of 1945.



STOCKHOLDERS OF North and Judd Manufacturing Company, New Britain, have recently elected Eugene P. Borkowski to the Board of Directors, filling the vacancy made by the retirement of G. W. Troop, a director of the firm since 1934.

Mr. Borkowski joined the company in 1918 in the accounting department, was later promoted to cashier and in 1944 was appointed treasurer of the firm.

* * *

CONSOLIDATION of the spring manufacturing facilities of the Dun-

PAPERBOARD SINCE 1850 - FOLDING BOXES SINCE 1895

ROBERTSON · PAPER · BOX

COMPANY · INCORPORATED

MONTVILLE · CONNECTICUT

NEW YORK 420 LEXINGTON AVENUE - BOSTON . PARK SQUARE BUILDING

Check your present Loss Prevention Service

ERTY PR	ESENT	SERVICE	LIBERTY				
TUAL CA	BRIDE	SERVICE	MUTUAL	CARRIER	AWARDS	V	
===	RRIEM	MANAGEMENT POSTERS	1				
1					FIRST AID	~	_
1		SAFE PRACTICE	-	1	****	1	1
			V	1	ENGINEERING REVISION	11	+
~			1		LABORATORY SERVICE	1	1
-		EMPLOYEE EDUCATIONAL	-		INDUSTRIAL HYGIENE	-	1
COST EXHIBITS		TO A MING PROGRA	M			1	+
~		FOREMAN MEDI	-	1	SPECIAL RESEARCH	~	1
-	1	EMPLOYEE MEETINGS		-	PRICIAL PUNCH PRES	S	1
-	-	COMMITTEE			SERVICE	-	-
SPECIAL REPORTS		SAPETY COMMITTEE		1	FOUNDRY SERVICE	-	1
STECKTON .		CONTESTS		_		-	
INVESTIGATION OF ACCIDENTS	1	TONES ATIONS			ELEVATOR INSPECTION		+
V	. 1	DEWONSTRATIONS	1	-	ELECTRICAL SURVE	vs II &	
	1 1 1 1 1 1 1 1 1		SAFE PRACTICE INSTRUCTIONS AFTER-WORK SAFETY EMPLOYEE EDUCATIONAL HAND-OUTS FOREMAN TRAINING PROGRA FOREMAN MEETINGS EMPLOYEE MEETINGS SAFETY COMMITTEE CONTESTS	SAFE PRACTICE INSTRUCTIONS AFTER-WORK SAFETY EMPLOYEE EDUCATIONAL HAND-OUTS FOREMAN TRAINING PROGRAM FOREMAN MEETINGS EMPLOYEE MEETINGS SAFETY COMMITTEE CONTESTS DEMONSTRATIONS	SAFE PRACTICE INSTRUCTIONS AFTER-WORK SAFETY EMPLOYEE EDUCATIONAL HAND-OUTS FOREMAN TRAINING PROGRAM FOREMAN MEETINGS EMPLOYEE MEETINGS SAFETY COMMITTEE CONTESTS	SAFE PRACTICE PROGRAMS AFTER-WORK SAFETY EMPLOYEE EDUCATIONAL HAND-OUTS FOREMAN TRAINING PROGRAM FOREMAN MEETINGS EMPLOYEE MEETINGS SAFETY COMMITTEE CONTESTS FOUNDRY SERVICE FOUNDRY SERVICE FOUNDRY SERVICE ELEVATOR INSPECTION	SAFE PRACTICE PROGRAMS AFTER-WORK SAFETY EMPLOYEE EDUCATIONAL HAND-OUTS FOREMAN TRAINING PROGRAM FOREMAN MEETINGS EMPLOYEE MEETINGS SPECIAL RESEARCH SPECIAL PUNCH PRESS SERVICE CONTESTS FOUNDRY SERVICE BLEVATOR INSPECTIONS

HOW MANY CONNECTICUT BUSINESSES HAVE SAVED ON COMPENSATION INSURANCE

Now, a complete, tested plan for a finer insurance service, with substantial savings in insurance costs, is offered to Connecticut businessmen by Liberty Mutual.

As the largest writer of Compensation Insurance in Connecticut, and nationwide, we have the resources to offer a better rounded and more highly specialized Loss Prevention service. It is based on 30 points of protection — 30 basic services — to reduce accidents, production losses and insurance costs.

.Our staff of loss prevention engineers, industrial hygienists, employee education personnel and other specialists work for you to design and follow through on a special loss prevention plan — custom made to fit the particular needs of your individual business.

Our long experience and leading record in handling claims promptly, skillfully and thoroughly also has many advantages for you. Liberty Mutual has a lower average medical cost and shorter average term of disability per case than the average of all other companies. This often means additional savings to policyholders.

And there's still another saving to the Liberty Mutual plan. Our skill in keeping losses and expenses to a minimum has always resulted in substantial dividend savings to policyholders.

Are you paying more than is necessary for your Compensa-

tion Insurance — and getting less service? Write, telephone or visit the nearest Liberty Mutual office today.



FREE TO CONNECTICUT BUSINESS MEN. A new booklet. Leaders in Connecticut industry tell their own views on insurance... factual... informative. Send for your free copy today!



We work to keep you safe

177 State Street — Bridgeport 3, Tel. 51106 54 Church Street — Hartford 1, Tel. 77131 65 Whitney Avenue — New Haven 10, Tel. 73541 322 Main Street — Stamford, Tel. 47323 And in 99 Principal Cities from Coest to Coest 20 East Main Street — Waterbury 22, Tel. 35368 51 Empire Street — Providence 3, R. I., Tel. Gaspee 260 bar Brothers Company and F. N. Manross and Sons with those of the Wallace Barnes Company, has recently been announced by officials of the Associated Spring Corporation.

As a result of the merger, the plants occupied by the Dunbar and Manross companies at South and Union streets, will be disposed of by the corporation. The property consists of 14 buildings with 24 acres of land and total floor space of 66,032 square feet.



NAMING "REGULAR EMPLOY-MENT" as the next objective to be met by American industry in its strides toward meeting the economic needs of the American people, Ira Mosher, chairman of the board of the National Association of Manufacturers, told a Cleveland conference of trade association secretaries recently that "Reconversion, high employment, top wages and steady work with a future have not been, and cannot be, accomplished by Federal agencies.

"Despite the tremendous strains which have been put upon it, the enterprise system has taken the great hurdle of reconversion in stride," Mr. Mosher declared. "Despite crippling controls and without increasing the national debt by a dime, free enterprise has already produced and delivered to the American people those millions of jobs which the bureaucrats promised as a long range project."

NCE

telephone

BUSINESS-

eaders in

their own

actual . . .

your free

15368

The NAM chairman pointed out that with the first important step completed, industry has already recognized the fact that one of the basic needs which management can foresee and on which it can take resolute action is regular employment.



NORTH AND JUDD Manufacturing Company of New Britain recently reported to its employees on their participation under the terms of the company's retirement and benefit fund for its first year of operation. The sum set aside for employee benefits, based on 10 per cent of the firm's net earnings, was \$76,053.85.

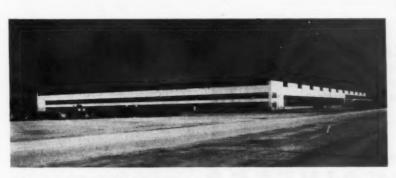
According to the report, the individual employee's share in the fund for the year ending June 30 averaged about \$110, with 688 eligible employees participating. Individual shares are computed on a point system, with one point allowed for each year of service and one point for each \$100 of income.

Under the plan, employees of the firm may expect to see their share increase year by year, with a substantial accumulation for later years, according to company officials.



THE WAR-BORN PLANT operated by Chase Brass & Copper Company in Euclid, Ohio, for the Defense Plant Corporation, has recently been purchased by the Chase company, according to an announcement by President Charles E. Hart. The purchase price, which also covered nearly 100 acres of land and some of the plant's equipment, was revealed as \$5,012,522.09.

The plant was constructed in 1941 by DPC, with Chase Brass & Copper Company acting as agents in the construction and equipment of the facilities for the manufacture of heavy cartridge metal and artillery ammunition cases.



THIS WAR-BORN GOVERNMENT PLANT in Euclid, Ohio, was recently purchased by Chase Brass & Copper Co., Waterbury, at a cost of more than \$5,000,000. The plant was built in 1941 for the Defense Plant Corporation and operated by Chase for the production of cartridge metal and brass cartridge cases.



THE CONTROL OF LIGHT
AND POWER



SAFETY SWITCHES From 30 to 1200 amperes Types A, C and D



MOTOR STARTERS Manual and Magnetic For motors up to 50 H. P.



SERVICE EQUIPMENT All sequences and types for the various utility requirements



MULTI-BREAKERS
For home lighting
and small motor
circuits



Send for Federalog #106

FEDERAL ELECTRIC PRODUCTS COMPANY, INC.

50 Paris Street Newark 5, N. J. Plants:

Hartford, Conn.

onn. Newark, N. J.

ARE YOU READY FOR THE KEEN COMPETITION AHEAD?

Recent wage increases, and the practical certainty of more to come, will soon eliminate profits for all but the low-cost manufacturers.

Higher prices that may be allowed by OPA can only delay this. Labor will be certain to demand higher wages proportionate to price increases. It is a basic economic truth—which has been all but forgotten during recent years—that in normal times high prices restrict markets, while low prices expand them.

The farsighted manufacturer will strive to put himself in a position where he will not have to rely on high prices for a profit. When the present backlogs of urgently needed orders have been used up, low prices—quality considered—will be the most effective sales argument against competitors.

Many manufacturers are doing just that today by modernizing their management controls—Wage Incentives, Job Evaluation, Production and Planning, Cost Systems, Foremen's Bonus, improved Manufacturing Methods, etc.—with the help of Plocar Engineers.

For information and references, write

JOHN J. PLOCAR COMPANY

Singer Building, Stamford, Conn., Tel. Stamford 3-6815

Representatives in principal industrial areas

BUSINESS AND INDUSTRIAL MANAGEMENT CONSULTANTS

Boston Office 238 Park Square Building

PLOCAR ENGINEERS

The acquisition of the plant will result in operating changes all along the line, with the firm's sheet brass activities, now centered at its Cleveland mill moving to the new site as soon as it has been adapted to commercial production. The space now occupied by the sheet brass facilities at Cleveland will be devoted to the expansion of the company's tube mill facilities in order to meet the current demand for copper tubing for radiant heating and other building purposes.

* * *

W. J. BUCKLEY, president of the Hartford Association of Credit Men, and secretary of the Peck Spring Company, Plainville, has recently announced the calendar of meetings of the association for the year 1946-1947.

The first meeting of the season was held on September 10 at the Ridgewood Country Club in Danbury, in connection with the Annual State Credit Conference held under the auspices of the Bridgeport Association of Credit Men.

The monthly meetings from November through June as scheduled: November 20 and December 21, Wethersfield Country Club, Wethersfield; January 22, Elm Tree Inn, Farmington; February 19, Wethersfield Country Club; March 19, Indian Hill Country Club, Newington; April 16 and May 14, Wethersfield Country Club, Wethersfield.

Also on the schedule is the Annual National Congress of Credit Men at the Hotel Pennsylvania, New York, from May 20 to 24, inclusive, and in June the group will meet in Waterbury in conjunction with the Annual State Credit Conference to be held under the auspices of the Waterbury association.

* * *

THE EXPANSION of job training programs has been earnestly recommended by William J. Fitzgerald, state director of the United States Employment Service, as one of three remedies to alleviate the current manpower shortage now facing Connecticut industry. The other two suggestions: The development of new machines by industry to compensate for the lack of workers, and the modernization of plants to attract workers.

The USES director warned that the state stands to lose ground as a leader in industry unless constructive steps are taken to speed the flow of workers

into positions in industry, business and construction. Mr. Fitzgerald pointed out that the

t will

along

brass

Cleve-

site as

com-

now

cilities

to the

e mill

urrent

adiant

rposes.

of the

Men,

Com-

ngs of

-1947.

n was

Ridgery, in State

e aus-

ion of

No-

duled:

r 21,

ethers-

Inn,

ethers-

Indian

April

ountry

nnual

sen at

York,

and in

Water-

nnual

e held

erbury

aining

ecom-

, state

nploy-

medies

power

ut in-

stions:

nes by

e lack

ion of

at the

leader

steps

orkers

heaviest demand for labor is in skilled categories. Building contractors are in need of carpenters, bricklayers, plasterers or men with experience in plumbing and heating. Textile factories report a shortage of skilled weavers—all at a time when Unemployment Compensation records reveal that there are approximately 40,000 employable persons out of work in the state, slightly more than half of whom are veterans.

Mr. Fitzgerald explained that many on the jobless rolls are over the age which is readily acceptable to employers, and that many of the unemployed veterans went into service with very little job experience, thus making an intensive program of job training an important factor in any effort to fit the man to the job.



OSTROM ENDERS, first vice president of the Hartford National Bank and Trust Company, has recently been elected a member of the board of directors of Colt's Patent Fire Arms Manufacturing Company, it has been announced by Graham H. Anthony, Colt's president.

Mr. Enders is also a director of the Billings and Spencer Company and the Hartford Electric Light Company.



RICHARD D. JOHNSON, for the last three years district passenger agent for the New York, New Haven and Hartford Railroad Co., with offices in Hartford, has recently been appointed general passenger agent for the road, with headquarters in New Haven.

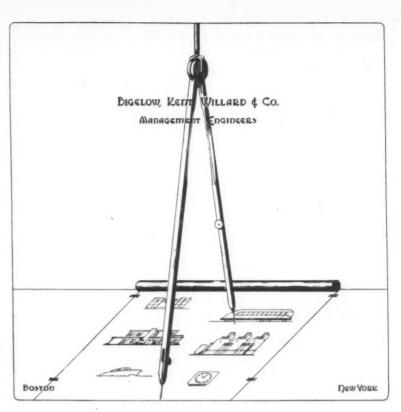
Mr. Johnson will be succeeded in Hartford by Henry T. Moorhead, chief clerk at the New Haven office since 1938.



THREE CONNECTICUT FIRMS, International Silver Company, Meri-

International Silver Company, Meriden, Colt's Patent Fire Arms Company, Hartford, and Winchester Repeating Arms Company, New Haven, are lauded in the book, "Arsenal of Democracy," the personal history of production written by Donald M. Nelson, wartime head of the Office of Production Management and the successor agency, the War Production Board.

The former production head chose the International Silver as an example



Norman E. Miller & Associates

Engineers to Industry

PRODUCT DESIGN

FIXTURE DESIGN

PROCESS PLANNING

PLANT LAYOUT

TOOL DESIGN

MACHINE DESIGN

PRODUCTION ANALYSIS

Members: A. S. M. E., A. S. T. E., S. A. E., A. S. M., I. A. S., S. M. E., Engineering Society of Detroit, Army Ordnance Ass'n, National Aeronautic Ass'n, Michigan Engineering Society, Listed in "Who's Who in Engineering."

10 North Main St., West Hartford 7, Conn. - Phone 3-4207

PAUL R. GROSJEAN & ASSOC.

MATERIAL HANDLING
SPECIALISTS

OHIO TRAMPAIL SYSTEMS

BUSCHMAN ROLL-OR-WHEEL CONVEYORS

> STEELOK POWER CONVEYORS

Telephone: PUTNAM 312 R3

WE SIMPLIFY PRODUCTION

SALES BETTERMENT

Market Evaluation . . . Spot Research . . . Quota-setting

Sales Organization . . . Control Systems . . . Records & Forms . . . Budget Control

Sales Manuals . . . Training Programs . . . Meetings . . . Contests . . . Bulletins

Compensation Plans . . . Territory Splits . . . Bonuses

Consultation on annual retainer, \$1800 a year up

LYNN W. ELLIS

Westport,

Conn.

Immediate Delivery!

WESTERN TRANSMISSIONS Including Drive Motor,

Including Drive Motor
Belts and Pulleys

A Speeds Forward and Reverse up to 30 H.P.

Industrial Equipment Division

G. E. Wheeler Co.

NEW HAVEN

CONN.

of what a small business can accomplish during war, and traced the history of the firm's swing from the manufacture of silverware to complete war production, including the manufacture of cutlery for the armed forces, surgical instruments, clips for machine gun cartridge belts, magnesium and gasoline bombs and varied other military needs.

Mr. Nelson discussed the conversion of peacetime economy to production of guns and commented: "No industry has less opportunity to prosper or even to live during intervals between wars than the gun industry. The Army has done much toward keeping 'pilot' plants alive in fine old companies like Colt's and Winchester, but in normal times appropriations were not even generous enough to finance experimental work which would have been considered rudimentary in the larger European countries."



THE CONNECTICUT Development Commission lately completed an aerial survey of more than 100 miles of existing and potential industrial sites along the state's railroad lines, for the purpose of providing accurate and up-to-date photographic maps for the servicing of inquiries received by the commission from industries seeking to locate in Connecticut.

Willard B. Rogers, chairman of the commission, explained that the area covered by the project is that which was most deficient in up-to-date maps, and that future surveys will be needed to include all the industrial sections of the state.



A NEWCOMER to the ranks of industry in Connecticut is the firm of Lepper Kilns, manufacturers of miniature and novelty pottery, which has recently been established in Torrington.

The pottery, which is said to be the only one of its kind in the state, was formerly located in Zanesville, Ohio, where its owners, A. E. Lepper and Althea Lepper Revere, produced pottery products for national distribution for 15 years.



TWO NEW OFFICERS of the Royal Typewriter Company, Inc., have recently been appointed: Maxwell V. Miller, president to succeed the late

E. C. Faustmann, and Arthur E. Davis, vice president.

Mr. Miller joined the Royal firm 25 years ago as a junior salesman in the Hartford office, and subsequently held positions as branch manager, eastern sales manager, general manager, and in 1937 was made vice president in charge of sales.

Mr. Davis, treasurer of the company since 1933, began his association with the company in 1910 as cashier in the New York sales department, rising to the positions of collection manager, assistant sales manager of the New York district, assistant to the general auditor and assistant treasurer.



ALFRED C. FULLER, chairman of the board of directors, Fuller Brush Company, Hartford, and president of the Association, has recently been named to the national board of sponsors of the National Arthritis Research Foundation, of which Lionel Barrymore is chairman.

The Foundation was established a year ago by officers of the Levi Memorial Hospital, Hot Springs National Park, Arkansas, the country's only national and non-sectarian hospital devoted to the free care of arthritis patients.

* * *

BECAUSE OF THE DEARTH of industrial labor in the New Haven area, the Winchester Repeating Arms Co., Division of Olin Industries, Inc., New Haven, has temporarily extended its work week from 40 to 45 hours, according to an announcement by Works Manager Thomas I. S. Boak.

The New Haven plant has jobs available for 500 additional people, but company officials estimate that its 5,000 employees will be able to produce the equivalent of 500 new workers in one extra working hour

each.

* * *

FIGURES RELEASED by the U. S. Department of Commerce indicate that Connecticut citizens earned the third highest per capita income in the nation last year, with an average income of \$1,449, as against the national average of \$1,150.

These figures represent a five year increase of \$622 for the state and \$575 for the nation. New England as a whole, which fell below the nation's average for the war years, rose to

\$1,288 in 1945.

SCOVILL MANUFACTURING COMPANY of Waterbury has recently launched a financing program designed to raise the company's capital from \$35 to 50 million, the proceeds of which will be used to pay off a \$4 million bank loan and to enlarge and install additional equipment in the firm's main plant at Waterbury.

E.

n 25

the

held

stern

and

at in

pany

with n the

ng to

ager,

New

neral

in of

Brush

nt of

been

spon-

earch

arry-

ned a

Me-

tional

y na-

il deis pa-

H of Haven Arms Inc., tended

rs, ac-

Works

jobs people,

that

ble to new

hour

U. S.

dicate

in the ige inne na-

e year d \$575

as a

ose to

Leavenworth P. Sperry, president, announced that the directors have been authorized to sell 10 million dollars par value of preferred stock having a dividend rate of \$3.65 per share annually, and 145,548 shares of common stock, which is being offered to present owners of common shares at the rate of one new share for each seven held.

* * *

THE PUBLICATION of two directories, one in Spanish and the other in Portuguese, listing Connecticut products available for export, has been completed by the Connecticut Development Commission.

Commission chairman, Willard B. Rogers, reveals that the 152-page directories are the first of their type to be prepared by any state in behalf of its industries. 15,000 copies of the

books are now being mailed to importers and government buyers in 20 Latin American republics.

The directory project was undertaken by the commission on the recommendation of a committee of export men appointed by Governor Baldwin two years ago to suggest steps which would help assure Connecticut industries a full share of the post-war overseas market. The products of 545 manufacturers are listed in the directories.

* * *

THE 74TH ANNUAL REPORT of the New York, New Haven and Hartford Railroad Company for the year ending December 31, 1945, contains carefully prepared statistical information on the "New Haven's" operations during the year, as all annual reports are wont to do, but beyond that, the report draws a colorful picture of the road's behind the scenes thinking and doing.

Readers learn about the company's plans for new stainless steel passenger cars soon to go into service; its new plans for faster schedules, more frequent service and on-time perform-

ance; its merchandising program which is built around the maximum in customer service and satisfaction.

The report, which is signed by Trustees Howard S. Palmer, James Lee Loomis and Henry B. Sawyer, pointed to the necessity for increased freight rates, already requested of the Interstate Commerce Commission, and the continuance of the war-time increase of ten per cent in passenger fares.

* * *

"HEROIC MEASURES" in drastically reducing or postponing federal government expenditures were called for by the Research and Policy Committee of the Committee for Economic Development, in a recent statement on national policy.

The statement, "Fiscal Policy to Fight Inflation," recommended the creation of a \$5 billion excess of receipts over payments, and if possible a \$6 or \$7 billion excess, as a minimum goal of fiscal policy. "The reduction in federal expenditures must not only be large, they must also take effect promptly," the committee stated. "There is a natural tendency for governments to defer action in the hope





1. Fuller-Gript Brushes are manufactured to meet your exact requirements, The steel back can be varied in width from 5/10" to 1½" depending upon the required length of brush material. The brush material itself is selected to do your job most efficiently. A continuous mass of it is rolled into the metal backbone where it is held in a vise-like grip.



2. Fuller-Gript strips are built to close tolerances. When it is time to replace, the new strips will be exact duplicates of the old ones in size and performance. They can be installed in most cases by your own men, often without tearing down the machine.



3. The strips are versatile—they can be wound, spiraled, bent or laid straight on cores from 4" to 3' in diameter, depending upon your specifications. Fuller-Gript Brushes are proving their superiority in many industries in a wide range of applications.



FULLER-GRIPT BRUSHES are Engineered TO YOUR NEEDS

From the beginning straight through to the end of their fabrication, Fuller-Gript Brushes are engineered to your needs—to give you the utmost in wear and efficiency. You will find that they can be used to advantage in all of your brush applications, no matter what they may be.

Our engineers will welcome the opportunity to help you apply Fuller-Gript Brushes to your equipment. And if you'd like a sample Fuller-Gript strip, just drop us a line.

Fuller Gript

BUILT-TO-ORDER BRUSHES FOR YOUR EQUIPMENT

THE FULLER BRUSH COMPANY
INDUSTRIAL DIVISION

3690 FULLER PARK, HARTFORD 2, CONNECTICUT

that perhaps the cuts may be avoided. But the urgency of our present situation gives great weight to reductions that can be made now."

The statement emphasized that federal fiscal policy alone cannot be effective in fighting inflation and advanced seven "essential elements" in the drive:

 Efforts of management, labor and government to increase productivity.

 Restraint by individuals, acting singly or collectively, in raising prices, wages and salaries in recognition of the common interest in avoiding a wage-costprice spiral.

 Restraint by individuals and businesses in making deferrable expenditures at the present time.

 Restraint by State and local governments in making expenditures not urgently needed now.

 A monetary policy to help prevent further expansion of expendable funds in the hands of the public.

 A vigorous campaign on the part of the Treasury to sell, and keep sold, Series E and F bonds of small denominations.

 A vigorous policy to reduce federal expenditures and maintain sufficient revenues to yield a large excess of receipts over expenditures in the fiscal year ending June 30, 1947.

of their

to your

ficiency.

ge in all

may be.

to help

. And if

s a line.

CTICUT

* * *

UNITED AIRCRAFT CORPORA-TION has announced the appointment of Erle Martin as acting general manager of the Hamilton Standard Propellers division, effective September 1. Mr. Martin succeeds Sidney A. Stewart, vice president and general manager, who resigned to accept an executive position elsewhere.

Mr. Martin, who will continue to retain his present position as engineering manager of the division, has been identified with Hamilton for 16 years, joining the organization as project engineer. He has made many important contributions in the field of design and development of aircraft propellers, having had an active part in the development of the controllable pitch propeller for which Hamilton Standard was awarded the 1933 Collier Trophy.

* * *

WAR ASSETS ADMINISTRATOR Robert M. Littlejohn has lately issued a directive creating a system of ad-

visory review boards throughout War Assets Administration to provide expert analysis and recommendations on all major actions and problems in the making of final decisions.

The directive calls for five review boards under the following titles: General, Disposal, Aircraft, Real Property and Acquisitions, all of which are designed to provide an impartial study of disposal actions upon which recommendations can be based.

The General Review Board, the only one which will serve the Administrator directly, is composed of seven members, including Frank Upman, Jr., of Hartford, Connecticut. Mr. Upman, an engineer, was formerly State Highway Commissioner, a member of the Connecticut War Industries Commission and Director of Transportation for the Allied Commission in Italy.

* * *

WESTCOTT & MAPES, Incorporated, architects and engineers of New Haven, announced the occasion of their 30th year in the service of business and industry with the publication of an interesting booklet illustrative of the many and important construction projects with which the firm has been associated.

The list of Connecticut and out-ofstate industries served by Westcott & Mapes is an impressive one that is indicative of the firm's vast scope in industrial and commercial building design.

* * *

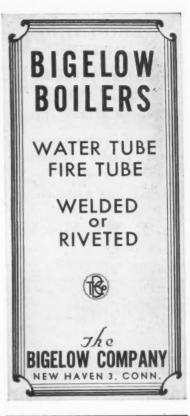
THE LATEST DEVELOPMENT of the Enthone Company, New Haven, producers of chemical products and electroplating equipment, is Enthone Brass Cleaner, an alkali detergent statement of the company of the comp

ed to have powerful cleaning action for degreasing brass, copper, nickel, silver, lead and steel.

Officials of the company have recommended its use as a general plating room cleaner, as well as for soak, electrolytic or scrub cleaning.



AT THE FIRST FALL meeting of the Man Marketing Clinic, a public service to job hunters provided by The Hartford Times and the Sales Managers Club, more than 50 job seekers aired their problems before guest analysts Wallace E. Campbell, vice president of Fuller Brush Company, and J. Howard Donahue, circulation manager of the Globe Publishing Com-



LIGHTNING IS POWER OUT OF CONTROL

Recent laboratory and field experiments, made by electrical engineers, have proved that in order to protect buildings against lightning it is necessary to drain the ground, thereby making it impossible for lightning to strike. Attaining this new efficiency in protection has made it possible for fire insurance companies to reduce the cost of fire insurance on residences, farm buildings, and churches, properly protected. And, this type of protection is neither conspicuous nor expensive.

BROWN LIGHTNING PROTECTION

HARTFORD NEW HAVEN BRIDGEPORT

BROWNING DRIVES

V Belts and Sheaves Paper Pulleys Pivoted Motor Bases

Consult our Engineers on your Power Transmission Problems.

> Industrial Equipment Division

G. E. Wheeler Co.

NEW HAVEN

CONN.

Photostats Prafting Supplies Blueprints

Joseph Merritt & Co. 166 Pearl Street Hartford Tel. 2-9498

COMMERCIAL

AT ITS

Industrial Catalogs
Engineering
Sales Presentations



NEW ENGLAND PHOTOGRAPHERS 37 Worth St.

Stamford

Phone 4-2671

Conn.

pany, Houston, Texas, and clinic chairman Edward R. Dietenhofer.

The clinic, which takes the form of an informal discussion of persons who are interested in bettering their opportunities of obtaining good positions, and man marketing specialists, gets under way at 7:30 each Tuesday evening at the Home Institute Rooms of The Hartford Times.



IN AN INTERESTING analysis of the sources of supply employed by Pratt & Whitney Aircraft Division of United Aircraft Corporation in obtaining parts, raw materials, supplies and services, it was shown that more than 1,700 business and industrial concerns located in 190 New England communities are on the company's vendors list.

Connecticut suppliers total 1,136 and are located in 73 of the state's communities, with 814 companies situated in Hartford County.

The Story of Our Magazine

(Continued from page 3)

100 companies in the state. Copies of these issues, which portrayed the practical side of business, were in great demand by schools, colleges, libraries and by individual students who desired first hand information not readily available elsewhere in up-to-date form. This series of industrial articles, which was discontinued during the war, has again been started and will be continued to give the unbiased facts about what makes business tick in hundreds more of Connecticut industrial enterprises.

In my opinion, Connecticut Industry has rendered a noteworthy service to industry through the years, and through its service to this important part of our economy, has served the people of the state, as well. Its services can be further expanded with your help in the form of articles, news items about your company or its products, suggestions for new departments and by utilizing its advertising pages for such advertising of products or ideas you may desire to sell to Connecticut manufacturers.

Connecticut Industry is an ideal tool to promote not only better understanding of the Association, but also of all its members and of all industry in the state. It is also an ideal medium for assisting in the sale of your goods, services or ideas. Let each future issue that crosses your desk prompt you to think and suggest to us how you can expand its value for the benefit of your company, the Association, the employees and management of all other companies. By giving this cooperation you will assist greatly in expanding the magazine's continuing educational program and thus aid in the creation of a better spirit of "teamwork" which is so necessary to the future progress of our companies, our state and our nation.



THE "MODERNIZED MERCHANDISING" BELIEFS of Airadio, Incorporated, Stamford, are carried out in this counter display unit built around the company's Super "52," two-way aircraft communication system.

PLAN NOW TO USE ROGER SHERMAN SERVICE

the will

facts k in

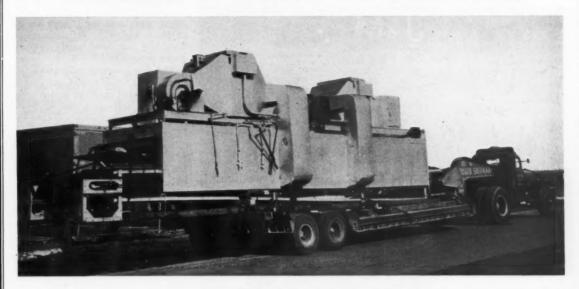
idusrvice and rtant l the vices your tems ucts, and s for ideas ticut ideal nderalso ustry dium oods, issue ou to can your emother

ation

ation ork"

uture state

Stam-Super



- TRAILER SERVICE
- CRANE SERVICE
- HAULING
- RIGGING
- STEEL ERECTION

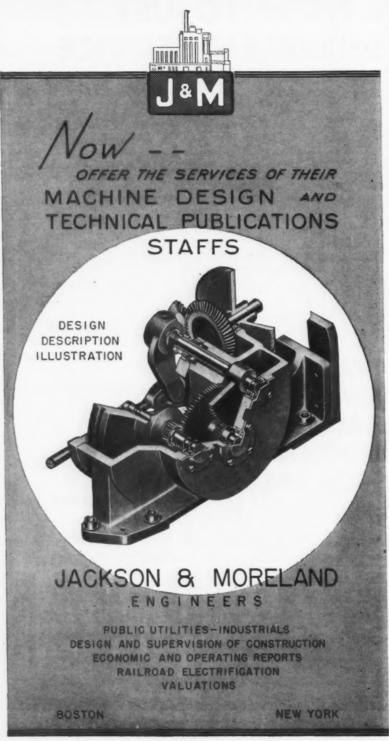
Every Job and Operation Insured From Start to Finish

ROCERSHER SOMPANY

469 CONNECTICUT BOULEVARD, EAST HARTFORD, CONN.

TEL. 8-4106

Branch Office: 58 Bradley St., New Haven, Conn. Tel. 6-1368



THREE MAIN DEVELOPMENTS

in the affairs of the Bridgeport Brass Company were advanced recently as important factors in the company's high earning record during the second quarter of this year: First, the company in recent years has captured a larger share of the business in its field; second, within the company itself a major manufacturing change has taken place, and third, management performance has been vastly improved under present officers.

The firm's second quarter earnings, placed at \$724,874, indicate that future estimated earnings under normal conditions will reach the \$3 million mark as compared with war time peak

earnings of \$1,700,000.

Now in its 81st year, the company's employment of 5,500 is 80% above the prewar average, while dollar volume of sales is three times greater.

* * *

WITH THE GOAL of the Stamford Community Chest campaign set at 5% greater than the 1945 objective, the Stamford-Greenwich Manufacturers' Council has come forth with its wholehearted support and the suggestion that management explore with labor representatives the possibility of providing an extra half day's work, the wages for which employees might contribute as their donation to the Chest drive.

Walter H. Wheeler, Jr., chairman of the council, and president of Pitney-Bowes, Inc., Stamford, stated that "This increase of 5 per cent should not be difficult to obtain if all firms and individuals do their full share. I know all Stamford industry will get behind this drive with enthusiasm and full cooperation."

* * *

WITH INTREPID SPIRIT, notwithstanding a background of sporadic prosperity and complete failure which identifies the Old Bristol Copper Mine, Allen L. Hearst, president of the Connecticut Mining and Milling Company, has already begun the task of reopening the mine which is estimated to contain approximately 12,000 tons of copper.

Mr. Hearst, former industrial engineer at the Corbin Screw Division of the American Hardware Corporation, New Britain, has estimated that seven or eight months will be required to complete the 500 foot shaft which is being sunk to make possible mining operations at 200 and 400 foot levels and another several months to con-

struct the mining mill and complete the installation of machinery.

NTS

Brass

y as

iny's

cond

com-

ed a

field;

elf a

tak-

per-

oved

ings,

fu-

rmal

illion

peak

any's

bove

vol-

nford

t at

ctive,

ctur-

h its

ggeswith ty of t, the con-Chest

rman Pit-

that

firms ire. I l get n and

not-

radic vhich Mine,

Con-

Com-

k of

nated

tons

en-

vision

porathat

uired

vhich ining levels con-

er.

The mine was discovered about 1800, but operations were completely suspended 51 years ago after many unsuccessful attempts had been made to work it on a profit basis.

It was developed in a number of surveys made by Mr. Hearst that at current prices the amount of recoverable copper remaining in the mine would gross more than \$2 million.

* * *

FAYETTE LEISTER, for a quarter of a century identified with Fafnir Bearing Company, New Britain, has recently been elected vice president in charge of engineering.

The new vice president's background includes distinctive service during World War I as an engineer with the U. S. Army overseas. In 1921 he joined the Fafnir staff as a sales engineer, and during the decade of 1935-1945 he was in charge of the Fafnir branch in Detroit.

Mr. Leister has been active in the development of some of the most important anti-friction bearing improvements of the past 25 years, and in that connection numerous patents have been issued in his name.

* * *

AT THE CATHOLIC CONFER-ENCE on Industrial Problems held in Hartford in September, the many and varied industrial hurdles which have loomed in the postwar adjustment period and have so strikingly infected the national economic and social scheme were frankly discussed by leaders in labor, management, government and education.

The two-day conference, which was sponsored by The Most Reverend Henry J. O'Brien, D.D., Bishop of Hartford, took the form of six sessions, each covering a pertinent current economic question which was treated by both the laity and clergy.

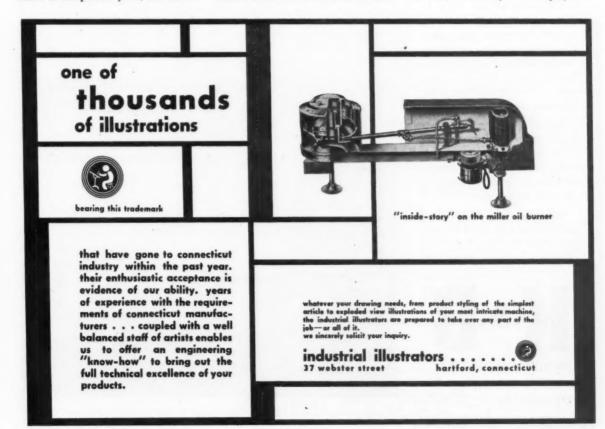
Over all, the participants dealt with the subjects of future employment prospects, the economic outlook, wages, prices and production; employer-labor relations; the social problems of social security coverage and housing; problems facing labor and management.

At the final evening session, the European labor movement, international economic life and domestic economic life, were discussed by P. T. S. Serrarens, member of Parliament, Utrecht, Holland; Dr. Elizabeth Lynskey, Hunter College, New York, and Rev. R. A. McGowan, Director, Social Action Department, National Catholic Welfare Conference, Washington.

The view that there can be an increase in real wages and profits and at the same time a decrease in prices was upheld by both James Brownlow, secretary-treasurer, metal trades department, American Federation of Labor, and Sister Vincent Ferrer, O.P., Professor of Economics, Rosary College, River Forest, Ill.

Representing management on the subject of employer-labor relations at the first evening session, Ellsworth Grant, vice president of Allen Manufacturing Company, Hartford, suggested a three point management program: that workers should be offered increased participation in management and production; that greater protection be assured the worker in his job, and that greater understanding of the laborer's problems should be obtained.

A broader program of old age assistance, uniformity in unemployment





PLANNING AHEAD HELPS US TO HELP YOU

Planning ahead helps in many ways. Paper, for example, is pretty tight today and a little extra time may mean using the paper you want rather than a second choice. And, too, a few days lee-way can entirely eliminate deadline worries.

This does not mean that we cannot do a good job for you when you're up against quick timing. It does mean, though, that planning ahead helps us all to do better work.

A Kellogg & Bulkeley representative will be glad to help you plan ahead or meet a deadline. Call him at 5-3157.

K*B

THE KELLOGG & BULKELEY CO.
OFFSET LITHOGRAPHERS
419 Franklin Ave. - Hartford

insurance payments, more homes for the aged, insurance for the permanently disabled and temporary federal and state insurance for the ill, were among the recommendations made by Jane M. Hoey, director of public assistance for the Federal Security Agency, as necessary steps in the attainment of a decent living standard.

* * *

"MAILOPENER," the newest development of Pitney-Bowes, Inc., Stamford, made its debut recently at the National Business Show in New York's Grand Central Palace.

The new pace-setter for modern business establishments is an electric letter opening machine that automatically slits open incoming mail at speeds up to 700 envelopes per minute.

One of the machine's features is dial control, affording the precision trimming off of envelopes of varying sizes and thicknesses without damage to contents.

FOREST O. MAVIS, comptroller of The Geometric Tool Company, New Haven, since 1942, was recently elected secretary and a director of that company.

Mr. Mavis was for many years associated with Scovell, Wellington and Company of Springfield, Massachusetts. He is a member of the Controllers Institute of America and the Na-

tional Association of Cost Accountants.

PROUD OF ITS 80 YEARS of growth and progress in the manufacture of pins, hairpins, hooks and eyes and related items, The Star Pin Company of Derby recently observed its 80th anniversary with an employee dinner attended by the firm's 185 workers.

The highlight of the program, presided over by President Irving H. Peck, was the presentation of appropriately engraved wrist watches to all veteran employees with over 35 years service, and the presentation of birth-day checks to a total of 105 employees with five years or more of service.

An interesting phase of the firm's history was brought out during the program by Harold H. Porter, secretary and treasurer, as he traced the background of the company: "The first manufacture of pins in this country on a commercial scale was by the Howe Pin Co. of Derby, which operated in a stone factory still standing on Water Street in Derby. That company was merged with the National Pin Company, and in 1926, the latter company became a part of the Star Pin Company. A directors' table, formerly the property of the Howe Pin Company, is still in use in the local office."



PITNEY-BOWES' "MAILOPENER" introduced to the business world for the first time at the National Business Show at New York's Grand Central Palace.

FRANK GOODCHILD, president and general manager of J. & J. Cash Company, Inc., of New York, manufacturers of textile specialties in South Norwalk, Conn., died at his home in Darien on September 29, after a brief illness.

unt-

of

fac-

eyes om-

ovee

185

pre-

pro-

o all years irthoyees

rm's

the

the

'The

oun-

the

per-

ding

com-

ional

atter

Star

for-

Pin

local

e first

ecre-

Mr. Goodchild, who had been associated with the Cash firm for more than fifty years, was born in Coventry, England, and attended King Henry VIII College there. He is survived by his wife, a daughter, a son and a grandson.

* * *

THE APPRENTICESHIP TRAIN-ING Program of the Robertson Paper Box Company, Montville, inaugurated by the company in December, 1945, was recently applauded by William F. Patterson, Apprentice Training Service, Department of Labor, Washington, in a letter made public by Ralph A. Powers, Robertson's president.

"The present program," Mr. Powers revealed, "is the result of several years of study and missionary work on the part of the company's supervisors in order to develop a systematic program for training new employees." He explained that immediately following the war when it became apparent that a large number of the company's veterans would be interested in an "on-the-job training" program under the G. I. Bill, the firm, in cooperation with the Norwich local, International Printing Pressmen and Assistant's Union of North America and the Montville local, International Brotherhood of Paper Makers, formulated and adopted the program which is believed to be the first complete program of its kind in the nation.

* * *

PHILIP E. BARTH, general manager of P. & F. Corbin division, The American Hardware Corporation, New Britain, has recently been elected vice president of that corporation, according to a recent announcement by Charles B. Parsons, president of the firm.

Mr. Barth is widely known in hardware and industrial circles and has been vice president and director of the American Hardware Manufacturers Association and a director of the Manufacturers Association of Connecticut, Inc.

PAPER WORK CUT IN HALF



Sound Scribbles Portables

O Efficiency Doubled

"WE HAVE BEEN ABLE to double our efficiency and cut paper-work in two—a tremendous saving of time and energy—by equipping our men with SoundScriber Portables," says C. K. Tomson, Executive Secretary of the association which serves more than 14,000 breeders of Shorthorn dairy and beef cattle. A corps of Association field men, equipped with SoundScriber Portable dictating machines, ranges the whole United States supervising the colossal task.



2 Action Speeded

ON THE CATTLE-RANGE, in autos, in hotel rooms, at stock shows, field men dictate observations and facts on current breeding and production practices to their Sound-Scriber Portables. First class postage hastens the feather-weight, flat, unbreakable, flexible SoundScriber disc to head-quarters. Association secretaries transcribe reports accurately and quickly because SoundScriber dictating and transcribing equipment reproduces the human voice with radio-like distinctness and clarity.



3 Time Saved

MR. P. K. GROVES, Association Registrar, used to spend four hours a day dictating a daily mountain of correspondence. Now SoundScriber cuts his dictating time in half, enables him to devote more time to other essentials. Much SoundScriber dictation need never be transcribed. The recipient listens to message or memo—and the disc is then filed for future reference just like a letter.

THOUSANDS IN USE - THOUSANDS OF USES

Lightweight, compact, versatile, easy to operate—SoundScriber electronic dictating equipment saves hours daily for salesmen and executives everywhere. Lower in first cost, much lower in operating cost. Step up your own efficiency, release your salesmen from time-consuming paper-work. Get all the SoundScriber facts today.

THE OUND CRIBER CORPORATION, Dept. CI-2,
Trade Mark

The Story of Airadio

(Continued from page 5)

ment. For example, we were asked to develop and manufacture a piece of radar test equipment, to operate in the neighborhood of 10,000 megacycles. This unit, when completed, was declared by the Navy Department to be the finest piece of test equipment they had ever purchased.

Become Largest Producers

We became the largest single producer of radar and electronic test equipment in the entire United States for the United States Navy, and in the four year period from Pearl Harbor to V-J Day we delivered almost \$20,000,000 worth of equipment to the Armed Forces. We designed and manufactured equipment used in every theater of operations, on board ships, in planes and on shore installations, and not one recorded incident exists to indicate a failure of this equipment.

Airadio was awarded the coveted Navy Certificate of Achievement, which stated in part . . "awarded in recognition of exceptional accomplishment in behalf of the U. S. Navy and of meritorious contribution to the national war effort."

Labor, Management Harmony

We are proud of this record . . . and we are proud of our organization. Our labor relations policy has been termed a "model" by both industry and labor alike. Following the creed of recognizing individual initiative, Airadio has also made every effort to maintain working conditions on the highest possible level. Our personnel is of a higher type than normally found in similar plants, working with the team work and united effort necessary to reach any goal.

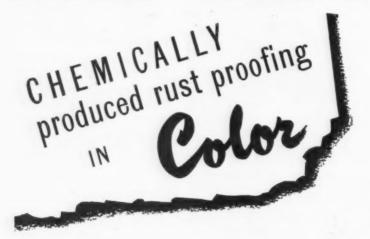
And so, as our country and our allies met the challenge and emerged victorious, so did Airadio meet a challenge successfully to emerge as a leader with a wealth of accumulated knowledge, skill and experience. We are now directing our efforts to the development and manufacture of products which will contribute to the realization of the fullest possible life to which free people are entitled.

The Future Holds a Challenge

We stand on the threshold of a new era of flight, and one of the most important factors in the control of civilian air traffic is the efficiency of radio communications. With cross-country flight the goal of the student pilot, Airadio's Super "52", two-way com-munication system, or the Super "41", a battery operated receiver, will provide safety, convenience, and pleasure for pilots and passengers of personal planes. A two-way radio receiver, transmitter and power supply, weighing only ten pounds, ten ounces, the Super "52" assures dependable communication between plane and control tower, radio range flying, and interphone between passengers and pilot, as well as standard broadcast reception.

The Super "52" takes to the air in the All American "Ensign", outstanding new light plane manufactured on the west coast by the All American Aircraft Corporation, and has recently been approved by the Engineering and Research Corporation for installation in the "Ercoupe". In the commercial field, Sikorsky Aircraft Division of United Aircraft Corporation installs the Super "52" as standard equipment in the new Sikorsky S-51 helicopter.

Eminently qualified by virtue of wartime experience, Airadio communication equipment is indeed a valuable contribution to peacetime aviation.



Now iron and steel articles can be given a new type of finish, produced chemically, by one new step in the Parkerizing process, and providing more than twice the rust resistance of Parkerizing alone. The treatment coats threaded articles, or parts with holes, recesses or angles, as well as flat surfaces.

Especially adapted to tools, building hardware, bolts, nuts, springs and parts of mechanical assemblies. It is a smooth clean finish that aids product improvement. Black meets many industrial requirements. Produced in this way—with its high rust resistance—it is unusually interesting to many manufacturers.



CLAIRGLOW MFG. COMPANY

PHONE MIDDLETOWN 3534
PORTLAND, CONNECTICUT

to the

. . and n. Our termed d labor

Airadio aintain est poshigher similar

reach

ar allies
ed vica chala leadnulated
ce. We
to the
of prodto the
ble life

lenge

ed.

f a new ost imof civilof radio country t pilot, y comr "41", ill propleasure personal

eceiver, weighces, the e comcontrol d interd pilot,

e air in atstandured on merican recently ing and tallation of installs uipment opter.

opter.
rtue of
mmunivaluable
ation.

Our Therapeutic Equipment Division has developed products embodying an entirely new concept in radiation therapy . . . products which have proved to be an invaluable adjutant to dental and surgical therapeutics. The helio-therm Therapeutic Unit is a method of radiation therapy based on the artificial reproduction of the regenerative portion of solar radiation. Over a comparable portion of the spectrum, helio-therm emits a total intensity far in excess of that present in average sunlight as utilized in sun clinics, yet without irritation or injury to delicate tissues or orifices. Helio-therm, and other devices now being developed, will occupy an important position in the annals of physi-

cal medicine.

Of universal interest are the developments in the field of television, and with intensive research now in progress, and great success in recent demonstrations, Airadio will be ready for the day when the television receiver will be the center of interest in the home.

With the purchase last spring of Dawn Instruments, Inc., of Rockville, Connecticut, Airadio is now producing variable condensers, one of today's most critical radio components, and a fourth plant in Stamford has recently been completed to provide additional production facilities for the company's expanding manufacturing program.

Development has been completed on a line of Marine Communication equipment, which will soon be introduced, and an intra-facility communication system of new and advanced design will be brought out in the near future. Out of Airadio's "Home of Tomorrow" are coming the products to help restore the losses of war, and give stimulus to the economics of peace.

We have confidence in these products . . . justifiable confidence borne out by our record . . . and we proudly take our place as a leader in the field of radio and electronics.

Sales Management's Stake in Labor Relations

(Continued from page 7)

facts of life about economic progress and security, but we first must turn our sales guns on the policy makers and heads of our own concerns. The initial "selling" must take place in your own executive offices. The administrative officers must be "sold" that more attention and money be given to a sound constructive program of labor relations. Sales management must employ its every talent of scientific, intelligent, salesmanship in helping the personnel department or industrial relations department get some action and attention from those who set company policy. Sales management must, in effect, speak plainly like this:

"We, as salesmen in our own organization, have the understanding, the knowledge, the training, the experience, and the skill to help out in getting over to our employees their stake in the profitable operation of this business. We believe that there is a ten-

dency to treat personnel as a stepchild. You try something grudgingly, and then if it doesn't cure all the ills, you discontinue and blame the personnel department. This labor unrest of today has been in the making for decades. It can't be cured in 10 days, weeks, or months with any degree of permanence. It will take intensive longrange programs to do the job. It hampers our own good personnel department to expect it, for any money spent, to guarantee results in a certain definite time.

"Let's look at other departments in our own organization. You spend thousands on research; do you demand some new procedure, product, or formula to be turned out each week, month, or year? That would be foolish, you say. Yet, in personnel you have the human element—the most variable, elusive component of your whole set-up.

"In sales promotion you spend thousands. Do you demand that each idea shall return the money spent on due dates?

"In advertising, how many different kinds of media do you test, and how many drawings and layouts do you make and still only hope and not demand that they will return a profit?

"Even in engineering, the exact science, thousands are spent before it really does the trick of finding the answer to some problem.

"Yet all these do not have the burden placed upon them that generally rests on personnel. Why don't we follow the suggestion already made by one Connecticut industrialist 'that every American business not only as-



The Graphic Arts Company

ADVERTISING ART PHOTO · RETOUCHING PHOTOGRAPHY
PHOTO · ENGRAVING DIRECT MAIL ADVERTISING

sign up to 10% of its advertising but also a part of its direct sales solicitation to get the American people to accept some of the fundamental truths about labor-management relations."

Sales management must realize and face its challenge and responsibilities if it is to have anything to sell at a profit in the market places. It must indicate to top-management and operating management that the conduct of any educational effort is sales management's role to play and it cannot be left entirely to those not specifically

skilled or trained in "selling." Business Week (issue of June 29, 1946, page 79) in mentioning the elevation of Charles Luckman and Donald Mitchel to the presidencies of Lever Bros. and Sylvania Electric Products respectively, comments as follows:

"At first blush, however, it is not so apparent how these youngsters who literally grew up in the market place can be of much significance in labor matters. But while marketers may wonder of a salesman has the training or temperament to fit him for dealings with labor, there's no question of how the unions feel about it. Clinton S. Golden and Harold J. Ruttenberg in their book, "The Dynamics of Industrial Democracy," make this significant point: 'Salesmen and purchasing agents usually possess a more natural ability for handling management's relations with unions than do operating officials. The reason is quite simple; salesmen are accustomed to having to deal diplomatically with the other fellow; they do not bark commands; they win their way by indirection. Can it be that the salesman . . . will gain a new significance in his ability to sell labor on his corporation as well as the public on his product?"

When politicians or others want to aggrandize themselves and wrest leadership from businessmen, they call businessmen "Tories" and "Economic Royalists" because our education in history has conditioned us to look upon "Tories" and "Royalists" as enemies, if not traitors. Now, to get to the point, those forces opposing management are using every channel of influence-radio, press, pulpit, schools, personal contact, everything-to recondition the thinking of people to their own ends. But those forces must perforce key their ideas to the things Americans love—the principles and concepts which have become traditional with Americans. To do so, they must employ deceit, distortion, vengeance and violence. Fundamentally, they must try to turn black into white.

On the other hand, any "selling," which so many leaders of business are now saying must be done, must key its appeal to the truth, to the ideals, to established American traditions without distortion or deceit.

Just ordinary "selling" won't do this job. Newspaper advertisements and house organ "preachments" alone will never succeed in this fight. It is something which sales management must accept as a challenge to explore all suggested avenues of influence. Merely the spending of millions is no solution for this may easily boomerang. Ask for outside advice and direction. Keep an open mind on what you can learn in this new selling technique from the experience of others in this delicate, highly specialized field of intangible selling. Remember that you can beat breasts all you please and you can spend all of the 10% of advertising appropriations you can muster but unless you can get those employees to accept your views you will never get the general public to accept them.

What You Don't Know
Can Hurt You!

So much study has been given to production operation in most plants that leaks in handling operations are overlooked, and allowed to continue.

Constant leaking wears good profits away.

Years of experience concentrated in the handling and movement of goods and materials within plants have proven our service profitable to every single manufacturer whom we have served.

We work smoothly with your organization. We do not represent manufacturers of equipment. Ours is a cost-reducing service in handling flow.

We have successfully served neighbors of yours. Inquiries solicited.

R. M. MUCH and ASSOCIATES 507 Fifth Avenue MU 2-2444 New York

On the spot operations by seasoned executives

Bermuda Ocean Race

of

ton

berg

In-

sig-

has-

na-

age-

do

uite

to

the

om-

rec-

bil-

a as

3, 3,

t to

ead-

call

mic

in

pon

nies,

the

ige-

in-

ools,

re-

to

ust

ings

and

adi-

hey

illy,

nite.

1g,"

are

key

eals,

ions

ents

one

t is

ent

lore

nce.

no

ing.

ion.

can

que

this

in-

you

you

tis-

but

s to

get

(Continued from page 8)

port watch which included our first mate, Harvey Conover, Blunt White, and Dr. Henry Shepard at midnight of the 30th. We were in the Gulf Stream at the time and it presented a spectacle which those who have not observed it at night from the deck of a small boat can hardly imagine.

The cloud formations are extremely weird and one gets the impression of sailing down a kind of canyon reminiscent of Dante's Inferno. To add to the eerie effect, there was a continuous barrage of heat lightning flashing all about us but no thunder. Harvey's final words before going below were, "Keep her hard and full and drive the hell out of her." That was exactly what we did do, turning in a respectable 361/2 knots run during the next four hours. After the fireworks that night, the remainder of the race seemed comparatively placid. The southwesterly wind steadily deteriorated and shifted further into the south until we could always tell where Bermuda lay simply by observing the direction of the wind.

During this period, Harvey Conover and Blunt White entertained the port watch by putting on a continuous vaudeville show which would have done credit to the Gay Nineties night club on East 54th Street. As far as I can see, these boys really missed their true vocation, passing up the stage in favor of business careers. Thus, while my own watch bemused themselves on the highest possible plane by discussing music, art, philosophy, and literature, we were continually edified after turning in by an endless succession of gags, wise cracks, and generally low humor supplied by Messrs. White and Conover. By and large, the contrast provided by the two extremes seemed generally beneficial to morale aboard "Gesture."

Another contributing factor was the excellent meals produced by the indefatigable Martin throughout the whole trip.

"Gesture's" second winning leg occurred during the last noon-to-noon run. Although we covered less than 100 miles, a comparison of the plotting sheets which were prepared aboard "Gesture" and other leading boats indicates that we were able to make good a course closer to the wind and travel further than any of our rivals. I attribute this fact not only to "Gesture's" excellent main sail and nylon Genoa jib, but also to the fact that we were favored by such superbhelmsmen as Stan Ogilbie, Harvey Conover and Bob Morse. In contrast to some of the other boats, we were able to change helmsmen every half hour and this contributed greatly to their overall efficiency.

At daylight of the last day, we finally sighted "Good News," hull down to windward. At that time, she was also in sight of "Baruna" but we could not see her. How much happier would we have been had we only been in possession of that fact. As things stood, "Good News" was the boat to beat, and despite the fact that she had to give us twenty-five seconds per mile, we gained on her steadily during the morning hours, so that by noon she was dead ahead of us and only about four miles away.

We continued to gain slowly but surely until four o'clock in the afternoon and during this entire period our nylon Genoa really paid off, being definitely superior to the head sails carried by "Good News."

At about four o'clock, two and onehalf hours before the finish, "Gesture" encountered the famous squall which enabled us, during two brief intervals, to employ the baby-blue nylon spinnaker which made such an impression upon the observers at the finish line.

We had, of course, made our actual land fall sometime earlier in the afternoon, but due to Chick Larkins' superb navigation and the reassuring beats of our direction finder, this event was not particularly impressive at the time. We just had a feeling that we knew exactly where Bermuda was.

"Gesture" finished at approximately 6:35 P. M., on the fifth day out, sailing a close reach under the faithful nylon Genoa with the wind about a point ahead of the beam. It was very light at the time and we were greatly concerned that the wind might die out, leaving us in a flat calm about a mile away from the committee boat. A few hundred yards from the finish, some local motor boats came alongside and informed us that "Baruna" had crossed only two hours before. Since we knew we had saved our time on "Good News" by over four hours, and there was nothing else in sight astern, pandemonium broke out. Somehow, we managed to cover the last few hundred yards taking care to avoid the mistake which "Baruna" had made earlier by dropping her sails premaManufacturers of

FIRE BRICK

IN ANY SHAPE OR QUALITY DESIRED

5

THE HOWARD COMPANY

250 BOULEVARD NEW HAVEN, CONN. TEL. 7-2040

Are You Converting

from Group to Individual Motor Drives?

We design, manufacture and install Motor Mounts and Belt Guards.

G. E. Wheeler Co.

NEW HAVEN

CONN.

We specialize in . . .

GROUND THREADS GROUND GEAR TEETH GROUND SPLINES GROUND CAMS BROACHING

For full details write:

The Hartford Special Machinery Co.
Hartford, Conn.

turely as a result of receiving a false signal from the committee boat.

The British Cruiser "Weare," as well as the American Cutter "Carpelotti" were stationed at the finish line and we were careful to pass both of them before running off and dousing the nylon Genoa for the last time.

After we had reported to the committee boat and gotten "Gesture's" main sail off, we picked up a pilot who

managed to get us into Hamilton Harbor, nine miles away, without hitting any coral on the way.

When we arrived in the harbor "Baruna" and "Good News" gave us a cheer. Despite the fact that by now it was pitch dark, we managed to interrupt our festivities long enough to safely anchor the ship. I remember that the "Eagle"—ex Horst Wessel—which now belongs to the U. S. Coast

Guard was close alongside, but as she left the next morning, we did not get a chance to see her by daylight.

In general, the 1946 Bermuda Race was made to order for "Gesture" for there was enough wind during the first two days to catch the leading Class "B" boats and the light weather which prevailed during the rest of the race was more favorable to us than to some of our larger competitors. Being a cutter was also advantageous under the conditions which prevailed. It is also significant that both "Baruna" and "Good News" found it expedient to secure nylon Genoas after their return from Bermuda.

We were also favored by an excellent crew and were not deceived by the long range weather report which promised easterly airs near Bermuda some four or five days after the start. Both during the 1938 and 1946 Bermuda races, these predictions of easterly winds have proven to be a snare and a delusion. A study of the records of all the races indicates that Easterlies occur only once in every eight starts, which, it seems to us, is too long a chance to be taken seriously.

Industrial Designers

(Continued from page 9)

signer. Almost any designer can turn out a set of beautiful renderings but until they can be translated into a practical piece of merchandise that will sell against stiff competition, they are worthless.

Many doctors and lawyers have certain types of cases in which they excel and so does the designer. Because a designer has made a reputation in the design of automobiles or furniture, it does not signify that he will be an outstanding success in the design of a radio or a refrigerator. A man who is suffering from heart trouble wouldn't be likely to call in a specialist on kidney diseases and a manufacturer should use the same care in selecting a designer.

Perhaps at some future date a directory of designers will be published with a list of accredited designers and the products which they have designed.

Among the many criticisms often heard is that of the designer with the supercilious know-it-all attitude either toward the client or his employees.





There are many who, having had a sudden rush of success to the head, decide that without the benefit of their advice and knowledge a certain industry will automatically collapse and for a few paltry thousands (usually five figures) they will agree to save the situation. Their attitude toward the engineers, draftsmen and production men is one of lordly paternalism. A sort of a "well what do you poor dopes know about it," attitude. This only hastens the day when the "poor dopes" will figuratively cut his throat with great glee.

s she

t get

Race

for the

ding

ther

f the

in to

Being

inder

It is

una"

dient

r re-

xcel-

d by

hich

nuda

start.

Ber-

east-

snare

cords

erlies

tarts,

ng a

turn

but

ito a

that

ition,

e cer-

y ex-

cause

n in

iture.

be an

of a

tho is

ıldn't

kid-

turer

cting

direc-

lished

s and

de-

often

h the

either

oyees.

Another bug-a-boo to the profession are the "blue sky" or "air brush designers" who revel in presentations of things to come, with the result that the panting public is led to believe that all these wonderful push button gadgets are just around the corner, "So let's wait before we buy that new car, range, or refrigerator, we'll soon have one run by atomic energy."

A certain amount of visionary thinking is necessary and stimulating to any designer but the practical designer knows how to reduce vision to the level of common sense.

The most vexing problem is one that concerns both designer and client. This is the question of fees and it can easily lead to bloodshed. In the earlier days of design, many manufacturers paid exhorbitant fees for worthless designs and as a result many business men won't even let a designer get within gun shot range. In many cases the client himself was to blame. He was so proud of his new toy that he didn't question its value. The designer figured that here was a sweet racket that was too good to last and charged accordingly. Net results: one black eye that will take a long time to erase.

I question whether many designers excessively overcharge. Naturally if they maintain a large staff of designers and clerical help and maintain penthouse studios plus large travel and entertainment expense they naturally have to ask larger fees, which in turn means working almost exclusively for large corporations who can afford to pay such fees. Again many manufacturers figure that the name and prestige of the designer is effective in the sale of their product. This latter viewpoint is questionable. The writer has designed many successful products but believes that the ultimate consumer is interested only in the performance, price and looks of the device regardless of who designed it. A street corner survey on this question would be interesting to many. The question of fees is one that, in the final analysis, can only be solved by both parties involved. There are competent designers whose fees are tailored to meet the requirements of both large and small manufacturers. It is up to the manufacturer to decide how much he wants to spend and then find the designer that can give him his money's worth.

The industrial design profession is approximately twenty-five years old. It has, in spite of its faults, made many worthwhile contributions to industry and our American way of living. It has been generally accepted as a part of modern industry and will continue to do so. It can do even better in the future if it frankly analyzes its faults and endeavors to correct them. Conscientious designers will do so; the others will only harm themselves.

Escalator Clauses

(Continued from page 10)

(b) The above amount accepted as representing labor will be adjusted for changes in labor costs, such adjustment to be based on the index of average hourly earnings of all manufacturing industries under sub-"Durable Goods" compiled monthly by the United States Department of Labor, Bureau of Labor Statistics. An average of the monthly labor index figures for the period from the date of acceptance of the company's quotation to the date of completion of shipment under the contract will be computed, and the percentage increase or decrease will be obtained by comparison with the labor index for, 194...., during which month the company's quotation was accepted. The adjustment for changes in labor costs will be obtained by applying such percentage of increase or decrease to the amount for labor determined in 1 (a), and the result will be accepted as an increase or decrease in the contract price.

2. Material:

(a) For the purpose of this adjustment the proportion of the contract price representing material is accepted as%, or \$.............

(b) The foregoing amount accepted as representing material will be adjusted for changes in material costs, such adjustment to be based on the index of wholesale prices for ("Group VI, Metals and Metal Products,") compiled by the United States Department of Labor. An average of the monthly material index figures for the period from the date of acceptance of the company's quotation to the date of completion of shipment under the contract will be computed, and the percentage increase or decrease will be obtained by comparison with the material index for, 194..., during which month the company's quotation was accepted. The adjustment for changes in material costs will be obtained by applying such percentage of increase or decrease to the amount for material determined in 2 (a) and the result will be accepted as an increase or decrease in the contract price.

3. General:

(a) The adjustment to which the contract price is subject will be determined as provided for above,

except:

(1) If shipment under this contract is extended more than three months from the contract date due to priorities or as a result of causes beyond the reasonable control of the company or because of fire, strike, civil or military authority, etc., the adjustment in contract price for changes in labor and ma-

THE ALFRED B. KING CO.

Bridgeport NEW HAVEN Hartford

MATERIALS HANDLING EQUIPMENT

ROLLER CONVEYORS-CASTERS-WHEELS HOISTS - TRAMPAILS - CRANES

Services At Your Door

THE HENRY SOUTHER ENGINEERING CO.

Engineering & Chemical Service

Research Facilities for Industry

Hartford,

Conn.

WOODWORK

C. H. DRESSER & SON, INC.

Factory—Cabinet—Special Wood work of All Kinds

287 Sheldon St.

Hartford

CHEMICALS

We are the only distributor in Connecticut carrying a complete line of heavy and reagent chemicals. Call us for immediate delivery at no extra cost.

APOTHECARIES HALL CO.
Established 1849

Waterbury, Connecticut

State Coverage
INDUSTRIAL REAL
ESTATE

The Charles T. Lincoln Co., Realtors 746 Chapel Street New Haven, Connecticut terial costs may at the option of the company be based on the period from date of acceptance of company's quotation to the date when complete shipment is made.

(2) If the bill of material or service is modified, resulting in a change in contract price or contract date of shipment, the adjustment will be modified accordingly.

Fourth Type Best for Buyer

The fourth type provides for changes in the actual labor and material costs of the individual seller, and is the type that the buyer should endeavor to obtain. A simple variation of this type has been used with satisfaction when the integrity of the supplier is unquestionable as shown by this clause:

"It is mutually agreed between buyer and seller that the price on this order may be adjusted to reflect the change in major material and labor costs between the date of the purchase order and time of manufacture, to the extent each of these costs is represented in the above prices. Should there be a proposed increase, the supplier shall notify the buyer prior to the time it becomes effective. If a mutual agreement on the increased price cannot be reached, the order is subject to cancellation without charge to the buyer. In no event shall the price be higher than that permitted by a Government Agency which by law regulates prices.

It is obvious that the legal department had no hand in drafting this clause, but it has worked satisfactorily. This type of escalator clause can be made more complex by provisions that list the specific materials involved in the contract and tying them to certain published price lists, or clearly detailing the method for determining the wage adjustments, and providing for changes in equipment and/or services not manufactured or performed by the company.

It is standard practice in some industries to break up long term supply contracts into short term contracts for price adjustment purposes. Generally, prices are reviewed toward the close of each quarter. The clause often provides for termination of the contract if an agreement cannot be reached. Where the clause involving negotiation is used frankness and understanding is essential on both sides.

Factors to Consider

In determining the suitability of an escalator clause offered the buyer there are many factors to be considered such

Is the base price a fair one, or have some of the increased costs already been added in?

What proportion do materials and labor represent of the total cost of manufacturing?

What materials go into the product and are there published price lists available?

Will consideration be given to the manufacturer's present inventories and goods in process?

Are transportation costs included in the adjustment?

Is all labor to be included or only direct labor?

How about overtime? (Wage rates may rise but average hourly earnings decrease because of reduced overtime charges.)

Will consideration be given to changes in productivity of labor?

How frequently will price changes be made and to what extent?

What data will be presented to substantiate the change?

It will be seen that there is no ideal escalator clause. Market conditions and established pricing practices vary for different industries. Each case must be studied separately and the implications and hazards of each clause analyzed. Both buyer and seller should endeavor to find a basis for a just and equitable escalator clause that is mutually satisfactory and understandable.





fac-

ause

ovi-

in-

hem learnin-

pro-

per-

in-

pply

racts

ner-

the

ften

con-

be

ving

un-

ides.

f an

here

such

, or

costs

and

t of

rod-

price

n to

ven-

uded

only

Wage

ourly

luced

n to

abor?

anges

d to

ideal

s and

y for

must

olica-

lause

hould

t and

mu-

dable.

THE OBSERVER

By N. W. FORD

Executive Vice-President

understand that office employees of most CIO unions are organized into CIO Office Workers Unions and have been negotiating wage increases from their union bosses. Even the Union Automobile Workers' organizers have organized themselves into a union for the purpose of attempting to obtain better wages. Ordinary business costs which have increased are affecting the unions. For example, they are affected in their publicity campaign by the higher wages paid to AFL Printers which necessarily increases the printing cost to the AFL and CIO as well as to employers.



THE AIRLINES of the United States have adopted the following rule, applicable to domestic scheduled air travel and approved by the CAB, which it is believed will prevent planes from departing with empty seats, because the reservations were not picked

A passenger with a ticket and space reservation for a plane departing from a city other than that in which he bought his ticket must, at least three hours in advance of scheduled plane departure, advise the airline office in the city where he is to board the plane that he intends to use that reservation. Otherwise, the reservation is subject to automatic cancellation and resale. This new three-hour notification rule applies to three kinds of passengers: (a) a passenger who has the return portion of a round-trip ticket for which space has been reserved; (b) a passenger who has the continuing portion of a stop-over ticket for which space has been reserved, and (c) a passenger who has bought a ticket in one city for a plane departing from another city.

According to the airlines, the operation of this new rule will automatically make available an increased number of airline seats.



RECENT REPORTS which have come to us with respect to state finances during the next few years should cause business interests in the state to become concerned. Even during the war period, the spread between income and expenditures was reduced in each succeeding year and now the prospect is that the state will be faced with greatly increased expenditures for a veterans' bonus, which may cost as much as seventy-five million dollars; school grants, which may run even higher if the program now being sponsored by the educators is accepted; and a huge state building program. On the other hand the indications are that revenue will continue to decline.

Although it is true that Connecticut has consistently been among the top three states of the country in the matter of per capita earnings, this fact will not attract new industry and business to the state or induce our present enterprises to remain in business here if a further tax load is placed on business as the taxes which are now levied against corporations in this state are considerably higher than those in effect in other industrial states with the exception of New York.

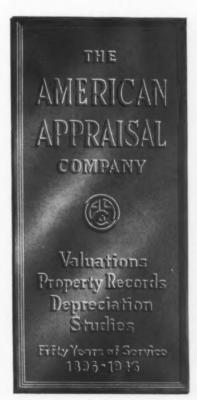
There is already talk of the possibility of levying a state sales or income tax in order partially to meet the demands.

A TOTAL OF \$900,000,000 was collected by the 48 states in the fiscal year 1946 in motor vehicle fuels taxes. This represented an increase of 29.3 per cent over the amount of such taxes collected in the preceding fiscal year, which was \$696,000,000, according to data made public by the Bureau of Census, Department of Commerce.



IN SEPTEMBER the air express began its twentieth year of service, according to an announcement made by the Railway Express Agency. This service, which was established on September 1, 1927, over four pioneer airlines and reaching only 26 cities, now operates over 21 regularly-scheduled domestic airlines with direct service to more than 375 airport cities in the United States and Canada. International air express, which extends the service to most foreign countries, is entering its thirteenth year.

The service, from its beginning, has been handled for the airlines by the Air Express Division of Railway Express Agency. In 1928, the first full year of operation, only 17,000 shipments were handled, weighing 60,000 pounds. The total, in record-breaking 1945, was 2,146,650 shipments, weighing 40,126,755 pounds.





EMPLOYMENT NOTES

By JOHN P. AHERN

Executive Assistant

CINCE the veteran entitled to assistance under Public Law 16 needs all possible help from his family, his community and the employer, it is needless to say this obligation to him stands high in the daily activities of the Veterans Administration. Seeking further information on the vocational rehabilitation for disabled veterans provided by the law, I visited Mr. Philip C. Hawley at the Veterans' Administration office at 95 Pearl Street, Hartford. Mr. Hawley, a Connecticut man and a Lieutenant Colonel in the South Pacific campaign, is chief of the Training Facilities Section at that office.

Mr. Hawley, who has an enthusiastic interest in his work and these boys, told me, "The man is known as a disabled veteran who has suffered a handicap, a veteran who is in need of voca-



tional rehabilitation, or one of the many other descriptions, and those of us not acquainted with the law might infer a veteran grotesque in appearance, with limited vision and little use of his arms, legs or both, and of questionable value to industry or society. Such is not the case. To the average layman the great majority of disabled veterans appear no different than the normal veteran. Injury to an arm, a leg, the back or some other part of the body is not evident and while it might preclude the veteran from returning to his previous occupation it does not impair his efficiency or usefulness in one of several other vocations or skills."

A typical description of veterans now available and seeking on-the-job training opportunities under Public Law 16, would be that of the young man who had just left Mr. Hawley's office. Twenty-four years old, a high school graduate with additional training in accounting at business college, he had been drafted in 1943 and went through the Normandy campaign, where he suffered a slight injury to his right leg. Because of the disability incurred in service, this otherwise healthy and competent man was eligible for training and education through the Veterans' Administration. Mr. Hawley said he was seeking a training opportunity in a Connecticut plant in industrial accounting.

I asked Mr. Hawley how the Veterans' Administration handled the vocational counseling of these men. "This is an all-important matter," he replied. "In order that the Veterans' Administration may ascertain the best objective for which the veteran is qualified, a conference is arranged for him with an advisement counsellor at which time he is given mechanical aptitude, finger dexterity, and other significant tests, the results of which are reviewed and approved by a medical adviser, vocational adviser, training officer, chief

of the Advisement and Guidance Sub-Division, Chief of the Training and Education Sub-Division and the Chief of the Vocational Rehabilitation and Education Division.

"It then becomes the function of the Veterans' Administration to place this veteran in training-on-the-job in the chosen objective, and, obviously, it is to the establishments equipped to supply the necessary training we must turn for the desired opportunities.

"The purpose of Public Law 16 is to furnish veterans entitled to its provisions with a training on-the-job course which will render them satisfactorily employable in their chosen occupation at the completion of their training program. The employer, within his own discretion, in each individual case, accepts disabled veterans into his establishment only after he has interviewed, screened and found the veteran to be acceptable and desirable in every way.

"A training program is prepared and certain reports of the trainees' progress are kept. These are made of record each month and in this a representative of the V.A. will assist in

every way possible.

"It is further understood that every veteran training on-the-job will be under the control of the establishment and will be subject to such of the rules governing the conduct and work of employees as the establishment may see fit to apply, and that the Veterans' Administration will remove from training in the establishment any veteran whose personal conduct, lack of application to his training or unsatisfactory quality of work is such as to jeopardize the best interests of the establishment or of the Veterans' Administration."

Mr. Hawley said he was extremely eager that employers be made aware of this deserving group of men being serviced by his agency. We agreed that, if they were employable, as in practically every instance, employers would discover them to be a fine type of help, who, with a period of training, could develop into reliable workers with the capacity to handle high positions of responsibility.

"We are seeking the active cooperation of all employers in Connecticut, and if they are looking for specific types of help, we would be pleased to discuss the records of the men we have registered with us, with the ultimate objective of placing them in jobs in which they can be trained for a good future," Mr. Hawley concluded.



Sub-

and

Chief

and

n of

place

ob in

ously,

ed to

must

16 is

pro-

e-job

satis-

hosen

their

with-

divid-

s into

as in-

e vet-

ble in

epared

inees'

ide of

repre-

ist in

every

ill be

hment

e rules

ork of

nay see

terans'

from

y vet-

ack of

nsatis-

as to

the es-

s' Ad-

remely

aware

being

d that,

practi-

would

of help,

could

ith the

ons of

oopera-

ecticut,

specific

ased to

ve have

ltimate

jobs in

a good

S.

INDUSTRIAL Relations — Law

By FREDRICK WATERHOUSE

Counsel

THE question arises from time to time as to the proper method of computing overtime under the Fair Labor Standards Act and the Walsh-Healey Act for employees on piece rates. The elements to be considered and the permissable methods of computation are set out by the Administrator in the following interpretation which I recently received in response to a direct inquiry. If you have been troubled with this problem, you should find the answer in this interpretation.

"Where an employee is compensated entirely by piece rates, even though he may work at only one piece rate in a week, the employer, for enforcement purposes, will be viewed as complying with the overtime pay requirements of the Fair Labor Standards Act and of the Walsh-Healey Act if he pays the employee at the piece rate for the straight time hours and if he increases the piece rate by 50% for all work performed in the overtime hours in the week. This assumes that the piece rate actually yields the minimum required by law, that there will be no reduction in the applicable piece rate during the overtime hours, and that the employee's actual compensation comprises piece rate earnings exclusively and does not include bonuses or other forms of additional pay of kinds which are required to be included in ascertaining the regular rate of pay.

"The employer also will be complying with the overtime pay requirements of both Acts if, instead of using the method described above, he elects to divide the total piece rate earnings for the week by the number of hours worked in the week in order to obtain an average hourly rate, and pays the employee an additional 50% of that rate for each overtime hour. This also assumes that the average rate so used

may not be less than the minimum required under the applicable Act.

"Where an employee's actual compensation includes not only piece rate earnings but also bonuses or other forms of additional pay of kinds which are required to be included in ascertaining the regular rate of pay, the regular rate of pay upon which the overtime rate is calculated must be computed by dividing total compensation by hours worked."



AN EMPLOYER'S FREEDOM in speaking his mind or attitude concerning the unionization of his employees seems to be a matter of continuous apprehension in view of the National Labor Relations Board's apparent inconsistencies and restrictive rulings. The right to express one's mind concerning government, its servants or its policies must be preserved against the encroachment of irresponsible administrative agencies.

As the situation stands at the present time, the demarkation purportedly followed by the Board is sufficiently flexible to allow the Board practically unrestrained discretion. However, a recent statement indicates some crystalization of policy which may serve as a guide and which, of course, the employer is privileged to interpret as liberally one way as the Board itself is apt to interpret it the other. Four types of cases were pointed out as indicating guide posts which the Board would follow. Commenting on these, it was stated:

"These four types of cases encompass the various situations in which it might be said the Board is confronted with the question of free speech. By way of summary, there is the case of the employer who expresses himself on labor policies and problems, or

merely corrects misstatements of fact in a union campaign, and whose expressions are free from threats or intimidation and are not made in the context of anti-union acts. Such statements are privileged, and should be so, in our industrial society. Then we have the case of statements which go beyond attempted persuasion into the realm of intimidation, promises of reprisals and threats; such statements come close to being acts; they are more than speech, and an employer who makes them is normally directed to cease his interference. Likewise, the same result is reached where the employer's statements do not stand alone but are part of a course of conduct in which employees have been discriminated against or during which the employer has otherwise violated the Labor Relations Act. In the fourth type of case we recently held it to be an unfair labor practice for an employer to compel employees to assemble and to listen to an anti-union speech when their time was not their own and they had to do his bidding. It remains to be seen whether we are right or wrong on this difficult question. This issue will be, at is should be, tested shortly in the Courts."

Director's Tables

in Solid Walnut

by Doten-dunton

120 × 48 - 96 × 42

Distinguished Chairs to Match

BARNEY'S of Hartford 450 Front St. Hartford 5, Conn. 7-8129



FEDERAL LEGISLATION

C. L. EYANSON Secretary

The Legislative Reorganization Act

DID CONGRESS KNOW WHAT IT WAS DOING? Have you read the "Legislative Reorganization Act of 1946?" Well, neither has the great majority of the members of Congress. There are probably around 60 of the 531 members of Congress who took the trouble to familiarize themselves with the provisions of the bill sufficiently to talk about it intelligently and to realize what it is actually going to mean as far as their Congressional activities are concerned.

The idea of Congressional reorganization was first sponsored in energetic fashion by the late Senator Francis Maloney of Connecticut, who literally died from overwork foisted upon him by the inadequacies of the old committee system of law-making. Almost singlehandedly Senator Maloney, who rendered such excellent service to his State and to the country as a whole, sold the idea of the need for simplification of procedure.

It may be doubted, however, that Senator Maloney would have subscribed to many of the provisions of the bill as it finally emerged from the conference room. Experienced legislator that he was, he would have recognized the pitfalls which have been created and would have objected to the inclusion of extraneous provisions in the Act.

After Senator Maloney's death, the task of carrying on landed in the lap of Senator La Follette of Wisconsin, who succeeded in securing passage not long before the adjournment of the 79th Congress and not many days before the La Follette family pedestal was knocked from beneath him in the Wisconsin Republican primary.

On August 2, President Truman signed the bill, and perhaps with some knowledge of the need for reorganization of Congressional procedure because of his service as a member of the Senate, he called the bill "one of the most significant advances in the organization of the Congress of the United States since the establishment of that body." Whether he read the bill personally is problematical, but nevertheless he was correct in his estimate that the Act is "significant." Yes, much more significant than some 450 members of Congress yet realize. However, they'll find out all about it in January when the 80th Congress convenes, since over 40 chairmen will not have the job which they now hold, even though they are returned by the electorate.

Number of Committees Reduced

The bill provides for 15 standing committees in the Senate (the number is now 33), each with 13 members. The Committee on Appropriations is the exception with 21 members. These standing committees will have subpoena powers, but the 19 standing committees of the House (now 48 in number) are deprived of that power. Incidentally, the membership personnel of the House committees varies considerably, from 43 members of the Committee on Appropriations down to 9 on the Committee on Un-American Activities. Most House committees, however, will contain 25 members. The general idea of the great reduction in the number of standing committees in both House and Senate is not only to consolidate efforts but to relieve the members of service on more than two committees in the case of the Senate and one in the case of the House. Under the old system a Senator or Representative held membership on from one to four important committees, depending upon his seniority, and on other committees of minor importance.

It was the custom to hold committee hearings while the floor sessions were on. As a result, attendance both on the floor and at committee meetings was affected. The Senator or Representative would jump from the floor to a committee meeting and vice versa, and frequently would not know what was going on in either place. Then, too, if many committee meetings were held simultaneously, he would re-perform the jumping act and consequently give good service to few of the committees of which he was a member.

Under the new Act, a Senator, for instance, will have only two committees, and, except in unusual cases and after specific permission, committee hearings and meetings will be held when Congress is not meeting.

Curbs on Appropriations

Strangely enough, debate on the bill consumed comparatively few pages of the Congressional Record. Both the Senate and the House were in the throes of important legislation and the Reorganization Bill was sandwiched between controversial legislation during the months of June and July. The most serious debates took place in connection with the appropriations provisions of the Act, and the Lobby Registration section.

The appropriations provisions are important. The Senate and House Appropriations Committees, meeting with the tax raising committees (the Senate Finance Committee and the House Ways and Means Committee) are required to meet and study the President's budget, as well as the report of the President's Economic Advisory Council. Meeting with this group also are individuals selected from other committees interested in specific types of appropriation. For instance, if the major group has under consideration appropriations concerning civil aeronautics, representatives of the Committee on Interstate and Foreign Commerce will be in attendance. Thus, the major group will be concerned with the decision not only in connection with the spending program, but with the financing program.

(To be continued in December Connecticut Industry)

ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

"N the return to peacetime economy, an intelligent policy of sales analysis can be a most effective tool in future planning, and in current control and evaluation of a sales organization's efforts. The word "intelligent" is advisedly used. Too often, the accumulation of a mass of information, classified in multitudinous ways, is considered an end in itself. In many cases, the system of sales analysis has "growed like Topsy," with perhaps some thought given to each refinement as it is added, but with little overall consideration of the ends served

Un-

prerom

de-

on

nce.

mit-

ions

ooth

eet-

Rep-

floor

vice

now

ace.

eet-

he

and

few

as a

for

mit-

and

ittee

held

bill

s of

the

the

the

ched

dur-

The

conpro-

obby

are

Ap-

with

Sen-

ouse

e re-

resi-

rt of

isorv

also

other

ypes

tion

aero-

om-

om-

, the

with

tion

with

mber

The need for detailed information varies with the size of the organization, the number of products sold, the geographical area of the market, the type of sales outlet or method of distribution to customers. In practice, analyses vary all the way from a sim-ple classification of sales by broad product line, to detailed analyses of sales, cost, and gross profit by individual product, territory, salesmen, or customer. In many cases, the analyses are carried through to net profit by the application of selling and administrative expenses on a pro rata basis. The latter development has been found most effective in large companies, with many different product lines, in promoting effective sales control, and in fostering a healthy intracompany sales competition. For a smaller company, with fewer product lines, the cost of obtaining such a highly developed analysis could very well be excessive in the light of the results obtained.

For any type of sales analysis, the design of the forms used to record sales is all important. Here, the old adage, "a task well begun is half done," can very well be applied. An effective method of internal check on the information shown on the sales invoice, which forms the basis for sales analysis, will insure the accuracy of the

facts eventually developed. The ultimate routine reports should be so designed as to give flexibility in use so that unusual demands for information can be met as much as possible by reclassification of information on existing reports, without "starting from scratch" and compiling the data from the original source.

In many cases, the translation of analytical sales information into chart and graph form has been found most effective. This method has the obvious advantage of presenting the facts in concise, easily digested tabloid form, eliminating the difficulty in interpreting a mass of figures.

The sales analysis coupled with a similar analysis of "back-orders" is highly valuable to the Production Department. The advantages of a periodic report by individual products of opening back-order position, current period orders entered, current period sales, and closing back-order position are many. Such a report furnishes a good trend picture, and illustrates forcibly where pressure in production should be applied.

There is a definite trend toward incentive pay for salesmen, usually in the form of a bonus based on actual sales measured against quotas. In the development of such a system of compensation, the need for accurate and timely sales analysis is obvious.

Adequate market research pointing toward future planning of sales and production, or the establishment of sales budgets and quotas, cannot be effected without good "past performance" sales analyses. A consideration or re-evaluation of the method of sales analysis and its uses, can pay large dividends in closer control of operations, and the promotion of greater volume in the more profitable product lines.

FREE SERVICE TO INDUSTRY

We invite inquiries on

Qualified Men

for

Executive, supervisory, technical and other specialized positions.

SPECIALIZED PERSONNEL REGISTRY, INC.

H. P. Trevenfels, Gen. Mgr.

15 Lewis Street

Tel. 2-6709

5709

Hartford 3, Conn.

BRIDGEPORT OFFICE 83 Fairfield Avenue Tel. 5-7900

SPRINGFIELD OFFICE
95 State Street Tel. 7-2973

WORCESTER OFFICE

390 Main Street Tel. 5-0353

BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

N August the index of general business activity in Connecticut was estimated at 42% above normal, having increased three percentage points over the preceding month. This advance offset the decline which occurred in July when vacation shutdowns resulted in a noticeable reduction in the number of manhours worked. During the last four months the index has fluctuated narrowly in the vicinity of 40% above normal indicating that a plateau has been reached at that high level of business activity.

Although there was a small gain in manufacturing employment in August it was less than seasonally expected, and as a result the employment index fell off slightly from the previous month but remained above the June figure. As previously mentioned, manhours worked in Connecticut factories advanced over July but did not quite reach the June high for the year. The August index of freight shipments rose nine points as tonnage forwarded from all eight Connecticut stations increased over the preceding month. Cotton mill activity has fluctuated noticeably during the last four months after having remained close to normal for a twoyear period; a preliminary estimate of the August index places it once again at about normal. The index of construction activity, after having risen progressively 156 percentage points in twelve months, has now moved sideways since June, reflecting a slowing down in the volume of building contracts awarded.

Employment in manufacturing industries in Connecticut has grown steadily since September of last year. A summarization of reports covering approximately 200 representative concerns located in eight industrial centers of the State shows that employment increased 25%, from 138,000 in September 1945 to an estimated 172,000 in August 1946. The monthly increases have held consistently between one and four per cent with the average increase for the year being about 20%. The gain by individual cities has been as follows: Hartford, 41%; Bridgeport, 25%; Waterbury, 24%; New Britain and Stamford, 19%; Bristol, 17%; Meriden, 16%; and New Haven, 14%.

A comparison of Connecticut average factory wages in June with those of a year ago shows that while basic hourly rates have been on the increase, reductions in hours worked have brought the resulting weekly takehome below that obtaining last year. During this period, basic hourly earnings for male employees increased 8% from \$1.082 to \$1.168, average hours worked dropped from 48.7 to 43.3 resulting in a 9% decline in weekly earnings from \$57.44 to \$52.49. Female earnings reflected a similar situation as basic hourly earnings rose 7% from \$.842 to \$.904 while hours worked were reduced from 43.7 to 38.8 causing average weekly earnings to fall off 9%, from \$38.39 to \$35.11.

Price indexes are now reflecting the sharp rises which have occurred since June. In terms of percentage increase over the 1939 average level, the Consumers' Price Index, published by the U. S. Bureau of Labor Statistics, rose approximately 23% between 1940 and 1943 and then advanced moderately through the next two and a half years under Government controls. sharp rise that followed in July of this year reflects the curtailed activities of O.P.A. Wholesale prices as compared with consumer prices advanced more rapidly between 1940 and 1943 but were somewhat more inclined to level off in the two years that followed. This year again saw sharper advances in wholesale prices, particularly in July and August. The decline early in September reflects the return of O.P.A. control as ceiling prices were reimposed on certain items.



PURCHASING NOTES

Contributed by the Purchasing Agents Association of Connecticut, Inc., affiliated with the National Association of Purchasing Agents.

Purchasing Personnel - Finding and Training It*

THE first step in setting up a training program is to deter-mine the needs of the department. Factors in this analysis will include the following: What are the replacement needs, present or within the foreseeable future? What expansion of the department do we contemplate? Have we logical purchasing sections for handling of various commodity groups? What are the educational or technical requirements of the various purchasing sections? These and other questions must be answered before we employ new personnel.

s in

ide-

ring

con-

own ear.

ring

onen-

lov-

000

ited th-

be-

the

eing

dual

ord.

ury,

ord.

%;

ver-

nose

asic

ease.

ave

ke-

ear.

ırn-

8% ours reekly Fe-

tua-7%

ours to ings .11.

the

ince ease on-

the

rose

and

tely ears The

this

s of

ared nore

but evel ved.

nces

July Sep-

P.A.

im-

After we have determined our needs we should make a definite effort to find the right man. To hire a man merely because he came looking for a job, whether in purchasing or in any other field, has always seemed to me rather negative. For the sake of morale it is well to look first within our own department, second within other departments of our own company. For, as an additional advantage, men selected from within our own company will have a degree of familiarity with company products, processes and policies. If it is necessary to look outside for new men, we must not overlook the obvious procedure of approaching the colleges, particularly those offering courses in subjects which fit our over-all program.

When the right men have been selected the training may begin. Whether a company is large or small, the purchasing people will do a bet-ter job trained than if not trained. That is just as true of purchasing as it is of engineers, salesmen, bookkeepers or any other specialist. Obviously, the engineers of a small company should be as well-trained as those of a large company. The only difference is that the large company would have a larger department with a larger proportion of specialists.

At United States Rubber Company we have five manufacturing divisions. Each division has one or more plants. Each plant has a purchasing office, small or large, depending upon its needs. The division of work between central and plant purchasing departments is allocated according to the usual considerations, such as volume, specialization and company policies. In A condensation of an address before the N.A.P.A. Convention by Stanley W. Mac-

Kenzie, Director of Purchases, United States Rubber Company.





Simplify your general cleaning jobs by just remembering that vegetable and mineral grease bolds dirt to surfaces, and that BAN cuts away both kinds of grease. BAN leaves cleaned areas spotless and shining—free of dirt because they're free of grease.

BAN'S swift, sure chemical action

BAN's switt, sure chemical action takes the drudgery out of cleaning. Dissolve BAN in either soft or hard water, apply with cloth or mop, and rinse off. That's all there is to your tough cleaning problems!

Use BAN on wood, cement, magnesite, tile, on painted floors and woodwork, on rugs, marble, light bulbs, dishes—and wherever else you want a quick decision over grime, BAN han-

quick decision over grime. BAN ban-

Write for folder B746].

The C. B. DOLGE CO. WESTPORT, CONNECTICUT

STEEL PARTS

COST

COPPER BRAZED STEEL PARTS ARE EXTRA STRONG NEED NO CLEANING AND CAN BE HEAT TREATED

> FOR LOW COST MASS PRODUCTION, STEEL PRODUCTS ARE NOW MADE FROM STAMPINGS IN COMBINATION WITH OTHER STAMPINGS AND/OR SCREW MACHINE PARTS AND COPPER BRAZED IN HYDROGEN ATMOSPHERE, THESE ASSEMBLIES OFTEN REPLACE CASTINGS AND COSTLY MACHINED PARTS.

WE CAN GIVE PROMPT SERVICE ON COPPER BRAZING, SILVER BRAZING AND BRIGHT ANNEALING OF ALL FERROUS METALS, ALSO FURNISH COMPLETE ASSEMBLIES TO YOUR SPECIFICATIONS.

Send us your inquiries

FDW. F. RUSSELL CO.

WOODMONT, CONN.

"Connecticut's Largest Copper Brazing Plant"

other words, the company represents a form of semi-decentralized organization which is fairly familiar in in-

dustry today.

Training can be started best at the main office. The first few months should be regarded as the screening period. This is for the purpose of determining each man's individual aptitudes. There should be some learning situations involved and every attempt should be made to take advantage of these. But training is not the primary purpose of this period. During this preliminary screening, the following items should be checked:

1. Willingness and ability to do repetitive types of clerical work. 2. Ability to acquire skill in pro-

cedure handling.

3. Accuracy in maintaining stand-

4. Ability to work with people.

5. Ability to plan the flow of work. 6. Desire to continue in this type

of work.

At the close of this period the decision should be reached on each man's possibilities before continuing with a long term program. Knowledge of one's own company is of the first importance. As a basic part of the indoctrination, we believe it is essential for the trainee to know the origin of the company and the logical development of its organization. Of course the organization of the purchasing department must not be overlooked, and the relationships between the main office and the factory must be thoroughly covered to show the integration of the department within the company.

A department manual can be used effectively to ground the trainee in policies and procedures. The facts should all be there and they will not change with repeated telling as sometimes happens with oral instruction. Other general subjects to be covered include the function of specifications, the determination of costs of raw materials, relations with suppliers and the essential elements of contracts and insurance.

We must always emphasize the importance of teamwork. We must know the country of origin of our basic raw materials. We must know world conditions and understand the effect of seasonal factors on supply. Only with such basic knowledge can we interpret the effects upon our business of such factors as labor disturbance, political unrest and threats of war.

During the initial period at the main

office, our trainee should spend two to three weeks in each of the commodity divisions which are charged with the responsibility of purchasing certain classes of materials. He will learn the major sources of supply, the trade terms and customs, and at the same time he will discover what plants use particular materials and the specifications and the methods of handling details with various plants.

As a part of the work with the commodity divisions, much of the routine office procedure will be covered. During this learning period at the main office, all elements which comprise a complete transaction will be studied. The commodity division head can round out the program by having the trainee attend meetings of the staff and sit in on occasional interviews with suppliers' salesmen. He will encourage the trainee to ask questions at all stages of the program and will be willing to discuss in detail the many phases of purchasing procedure.

We must have a definite understanding on ethics. We must make it clear to our students, at an early stage of their training, that the principles of our profession are clear and are dictated by the highest integrity. Such an excellent code as the Principles and Standards of Purchasing Practice as advocated by National Association of Purchasing Agents may be used as

Another and perhaps the most important part of a training program consists of assignments of four to six months to manufacturing plants. In general, our factory training program requires from one and one-half to two years. In selecting purchasing personnel we start with the assumption that it is better to choose a man with special knowledge and make a general man of him through *training, than to choose a general man. The reason is simply that we are not equipped and do not have the time to teach a dozen or more specific skills. Thus the trainee spends from four to six months at each of several plants with intervals of two to four weeks at the main office between plant assignments. During these intervals at the main office the trainee's progress is reviewed and his aptitude appraised by each of the commodity division heads.

The plant training program must have the backing of plant management and the whole-hearted cooperation of the plant purchasing agents. While the overall policy is one of learning by doing, the work should be of such a nature that the trainee is allowed plenty of time for observa-tion and study. The trainee must be made to realize that these plant assignments may prove to be among the great opportunities of his career. For the purchasing department is the antenna of the whole organization.

He must of course become familiar with the products and processes. Arrangements should be made to have the trainee spend sufficient time with the foreman or other designated person in each department to observe all operations performed on the product. The trainee should study every step from product development, through production, to shipment of the finished article. His investigation should cover raw materials, supply items, and machinery and equipment at every point in the production line. A cordial relationship between foremen and purchasing departments will pay dividends. The trainee must appreciate the responsibilities of the foremen, and must learn to analyze the problems related to the processing of materials.

Visits to suppliers' plants are a part of our training program. Toward the end of the training period, when the permanent assignment of the trainee has been determined, it is logical to arrange visits to the plants of suppliers with whom he will be doing business. These visits serve two purposes. First, they give the trainee an opportunity to meet the personnel of the company's suppliers and to study their manufacturing processes. By knowing our own requirements, he will notice any operations which may not be necessary for our purposes and by suggesting their elimination can bring about a reduction in costs, Secondly, these visits will permit him to compare the methods of various manufacturers of the same product.

I believe a report by each trainee should be submitted monthly, or at the end of a particular assignment if less than a month. Give the trainee freedom of action and thought. This will bring out his originality and will increase the value of the report as a yardstick of ability. The head of the purchasing department should require from each commodity division head and plant purchasing agent a monthly report on the progress of the trainee.

A training program can be tailored to meet your specific needs. Management must back the program with official support. The plan will succeed only to the extent to which the com-

pany benefits.

IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

The Baker Goodyear Co New Haven	*
Accounting Machines Underwood Corporation Bridgeport	
Underwood Corporation Bridgeport	
The H C Cook Co 32 Beaver St Waterbury Companies Inc Waterbury	,
Russell Mfg Co Middletown	
The Spencer Turbine Co Hartford	
Home Heating Service Inc (forced air heating units, oil fired) South Norwalk	
Chance Vought Aircraft Division United Aircraft Corporation (airplanes) Stratford Sikorsky Aircraft Division United Aircraft Corporation (helicopters) Bridgeport	
Corporation (helicopters) Bridgeport Aircraft Accessories Chandler Evans Corp (aircraft carburetors, fuel pumps, water pumps & Protek plugs) West Hartford Warren McArthur Corp (Airplane Sections)	
Warren McArthur Corp (Airplane Seatings) Bantam Aircraft Electrical Testing Equipment	
United Advertising Corp, Electrical Division New Haven	
Aircraft—Repair & Overhaul Airport Department Pratt & Whitney Aircraft Division Rentschler Field East Hartford United Airports Div United Aircraft Corp Rentschler Field East Hartford	
American Tube Bending Co Inc Air Ducts New Haven	
The Wiremold Co (Retractable) Hartford Airplanes	
Chance-Vought Aircraft Div United Aircraft Corp Aluminum Castings	
Newton-New Haven Co 688 Third Avenue West Haven	
Scovill Manufacturing Company Waterbury 91	
Waterbury Companies Inc Waterbury Aluminum Ingots	
Lapides Metals Corp New Haven	
Shoe Hardware Div U S Rubber Company Waterbury	
United Smelting & Aluminum Co Inc New Haven	
Ammunition Remington Arms Co Inc Bridgeport Winchester Repeating Arms Company Division Olin Industries Inc New Haven Anodizing	
Conn Metal Finishing Co Hamden	
Apparel Fabrics—Woolen & Worsted Broad Brook Company Broad Brook Artificial Leather	
The Permatex Fabrics Corp Zapon Div, Atlas Powder Co Asbestos Jewett City Stamford	
Rockbestos Products Corp (insulated wire, cable and cords) New Haven The Raybestos Div of Raybestos-Manhattan Inc	
The Raybeatos Div of Raybeatos-Manhattan Inc- brake lining, clutch facings, sheet packing and wick) Bridgenort The Auburn Manufacturing Company (gaskets, packings, wicks)	
packings, wicks) Middletown Asbestos & Rubber Packing Colt's Patent Fire Arms Mig Co Hartford	
Assemblies, Small The Greist Manfacturing Co. New Haven	
(Small) Hartford	
The Wallace Barnes Co Div Associated Spring Corp Bristol	
The Wiremold Company Hartford	
Automatic Control Instruments The Bristol Co (temperature, pressure, flow, humidity, time) Waterbury	

Accounting Forms
The Baker Goodyear Co New Haven

be

n-

he

n-

ar

rve th rall ct. gĥ ed er ıant laırvihe nd reart the the nee cal iping uran of idy By he

nay

ean ecto nunee the less

reewill in-

s a the uire

ead

chly nee. ored ogeof-

ceed

om-

epartment.	(Advertisement)
Automobile Accessories The Rostand Mfg Co (windshields, seats and body hardware) Milford	Bleaching, Dyeing, Printing & Finishing The United States Finishing Company (textile fabrics) Norwich
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, rivet brass, clutch facings, packing) Bridgeport	Howard Company (cupola fire clay) New Haven
Kilhorn-Sauer Company (lights and other accessories) Fairfield	Blower Fans The Spencer Turbine Co Hartford
Automotive Friction Fabrics The Russell Mfg Co Middletown	Colonial Blower Company Hartford Connecticut Blower Company Hartford
Automotive Parts Eis Manufacturing Co (Hydraulic and Mechanical) Middletown	Colonial Blower Company L-R Mfg Div of The Ripley Co Torrington
Automotive & Service Station Equipment Scovill Manufacturing Company (Canned Oil Dispensers) Waterbury 91 The Raybestos Div of Raybestos Manhattan Inc	Connecticut Blower Company Hartford Blueprints and Photostats Joseph Merritt & Co Hartford
(brake service machinery) Bridgeport Automotive Tools	The Bigelow Co Petroleum Heat & Power Co (domestic only)
Eis Manufacturing Company Middletown Bakelite Moldings	Bolts & Nuts
Waterbury Companies Inc Waterbury The Watertown Mfg Co Watertown	Clark Brothers Bolt Co The O K Tool Co Inc (T-Slot) 33 Hull St Shelton
Bakery Ovens American Machine & Foundry Co New Haven Balls	The Blake & Johnson Co (nuts, machine screw bolts, stove) Waterville
The Abbott Ball Co (steel bearing and burnish-	Bomb Sling & Tank Strap Terminals for Aircraft
ing) The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless	Geo W Fleming Co Wallingford
aluminum) Hartford Hall Mfg Co (dime and combination) Ansonia	Clairglow Mfg Company The Leeds Electric and Mfg Co Hartford
Barrels The Abbott Ball Co (burnishing and tumbling)	Maggi Co Inc (Maggi's) New Milford
The Hartford Steel Ball Co (tumbling)	Box Board The Lydall & Foulds Paper Co Mancheste
Bathroom Accessories The Autoyre Company The Charles Parker Co Meriden	National Folding Box Co New Haven Pulp & Board Co Robertson Paper Box Co New Have Montvill
Dextone Company New Haven	Robert Gair Co Boxes Merriam Mfg Co (steel cash, bond, security
Bearings New Departure Div of General Motors (ball) Bristol	Robert Gair Co (corrugated and solid fibre shipping containers) Durhan Portlan
Fafnir Bearing Co (ball) New Britain Norma-Hoffmann Bearings Corp (ball and roller) Stamford	Robert Gair Co (corrugated and solid fib shipping containers) Portlan Clairglow Mfg Company (metal) Portlan Folding Boxes Incorporated (paper, folding) Manchest
Bellows Bridgeport Thermostat Company Inc (metallic) Bridgeport Bellows Assemblies	Boxes & Crates The City Lumber Co of Bridgeport Inc Bridgepo
Bridgeport Thermostat Company Inc	Atlantic Carton Corp Norwic
Bridgeport Bridgeport Thermostat Company Inc Bridgeport Bridgeport	Bridgeport Paper Box Co S Curtis & Son Inc M S Dowd Carton Co National Folding Box Co (paper folding)
Bevin Brothers Mfg Co The Gong Bell Mfg Co The N N Hill Brass Co Gaynor Electric Company Inc (and buzzers)	The Warner Brothers Company The New Haven Pulp & Board Co New Haven
Bridgeport	Robert Sair Co Robert Gair Co Montvil Portlar
Saling Manufacturing Company (patented self- aligning) Unionville	Bridgeport Paper Box Co The Heminway Corporation Bridgeport Waterbu
Hartford Belting Co Hartford The Russell Mfg Co Middletown The Thames Belting Co Norwich	Eis Manufacturing Co Middleton
Benches The Charles Parker Co (piano) Meriden	Colt's Patent Fire Arms Mfg Co Hartfo The Raybestos Div of Raybestos-Manhattan I
Bent Tubing American Tube Bending Co Inc. New Haven	(automotive and industrial) Bridgept The Russell Mfg Co Middleton
Bicycle Coaster Brakes New Departure Div General Motors Corp	Brake Service Parts Eis Manufacturing Co Middleton
B'cycle Sundries New Departure Div General Motors Corp	Brass and Bronze The American Brass Co (sheet, wire, rot tubes) Waterbu
Binders Board Colonial Board Company Bristol Manchester	The Bristol Brass Corp (sheet, wire, rods) Bris
Biological Products Ernst Bischoff Company Inc Ivoryton	The Miller Company (phosphor bronze and bra in sheets, strips, rolls) Merid Scovill Manufacturing Company Waterbury
Blacking Salts for Metals Mitchell-Bradford Chemical Co Bridgeport	The Thinsheet Metals Co (sheets and rolls) Waterbu Chase Brass & Copper Co Waterbu
Blades	

IT' S M D 1 N C ON NECTIC

Brass Goods	
Scovill Manufacturing Company (To Order) Waterbury 91	7
Waterbury Companies Inc (to order) (small sheet metal parts) Waterbury	7
Winchester Repeating Arms Company Division Olin Industries Inc New Haven	J
Brass Mill Products	9
Bridgeport Brass Co Bridgeport Scowill Manufacturing Company Waterbury 91	I
Scovill Manufacturing Company Waterbury 91 Chase Brass & Copper Co Waterbury	7
Brass Stencils—Interchangeable The Fletcher Terry Co Box 415, Forestville	-
Brass Wall Plates	
Gaynor Electric Company Inc Bridgeport	1
The Donnelly Brick Co New Britain	1
Bricks-Fire Howard Company New Haven	1
The Hartford Special Machinery Co Hartford	1
American Standard Co Plantsville Brooms—Brushes	
The Fuller Brush Co Hartford	-
The Hatheway Mfg Co (Dee Rings) Bridgeport	,
The Hatneway Mig Co (Dee Kings) Bridgeport The Hawie Mig Co The G E Prentice Mig Co John M Russell Mig Co Inc B Schwanda & Sons Staffordville	
John M Russell Mfg Co Inc Naugatuck	-
B Schwanda & Sons Staffordville The Patent Button Co Waterbury	
Waterbury Companies Inc Waterbury	
The Patent Button Co Waterbury Companies Inc Shoe Hardware Div U S Rubber Company (footwear, clothing and strap) Waterbury	
Buffing & Polishing Compositions	
Apothecaries Hall Co Waterbury Lea Mfg Co Waterbury	
Buffing Wheels	
Buttons	
B Schwanda & Sons Staffordville	
Colt's Patent Fire Arms Mtg Co Hartiord	
Scovill Manufacturing Company (Uniform and Tack Fastened) Waterbury 91	
Waterbury Companies Inc Waterbury	
The L C White Company Waterbury	
Cabinets The Charles Parker Co (medicine) Meriden	
Cabinet Work Hartford Builders Finish Co Hartford	
Cages	
The Andrew B Hendryx Co (bird and animal) New Haven Cams	
Cams The Hartford Special Machinery Co Hartford Rowbottom Machine Company Inc Waterbury	
F B Skiff Inc Hartford	
The Electro Motive Mfg Co Inc (mica & Willimantic	
Card Clothing	
The Standard Card Clothing Co (for textile mills) Stafford Springs Carpets and Rugs	
Bigelow-Sanford Carpet Co Thompsonville	
Palmer Brothers Co New London	
Casket Trimmings The Bridgeport Casket Hardware Co	
Casters	
The Bassick Company (Industrial and General) Bridgeport	
George P Clark Co Windsor Locks	
The Charles Parker Co (grav iron) Meriden	
The Charles Parker Co (gray iron) Meriden The Bradley & Hubbard Mfg Co (grey iron, brass, bronze, aluminum) Meriden The Gillette-Vibber (grey iron, brass, bronze,	
aluminum, also bronze bushing Stock)	
The Sessions Foundry Co (gray iron) Bristol	
John M Russell Mfg Inc (brass, bronze and aluminum) Naugatuck	
Malleable Iron Fittings Co (malleable iron and	
McLagon Foundry Co (gray iron) New Haven	
Newton-New Haven Co (zinc and aluminum) 688 Third Ave West Haven	
Philbrick-Booth & Spencer Inc (grey iron) Hartford	
Scovill Manufacturing Company (Brass &	
Union Mfg Co (gray iron) New Britain	
brass) Middletown	
The Waterbury Foundry Company (highway & sash weights) Waterbury	
The state of the s	

Brass Goods

Castings—Permanent Mould The Bradley & Hubbard Mfg Co (zinc and	Copper Sheets The New Haven Copper Co Seymour
Centrifugal Blower Wheels	The New Haven Copper Co Seymour
The Torrington Manufacturing Co Torrington Chain	Bridgeport Brass Co Bridgeport
John M Russell Mfg Co Inc Naugatuck Chain-Welded and Weldless	Sonoco Products Co (Climax-Lowell Div)
Bridgeport Chain & Mfg Co Bridgeport Chains—Bead	Corrugated Box Manufacturers
The Bead Chain Mfg Co Bridgeport Chartered Coach Service	The Danbury Square Box Co Corrugated Shipping Cases Corrugated Shipping Cases
The Connecticut Company (excursions a spe- cialty) New Haven	D L & D Container Corp 87 Sheltlon Ave New Haven
Chemicals Apothecaries Hall Co Waterbury	Connecticut Corrugated Box Div Robert Gair Co Inc Portland
MacDermid Incorporated Waterbury American Cyanamid & Chemical Corp	The Eyelet Specialty Co Waterbury
Waterbury Edcan Laboratories South Norwalk	Northam Warren Corporation The J B Williams Co Glastonbury
Macalaster Bicknell Company New Haven Cherries	Cotton Batting & Jute Batting
John Magee & Co Incorporated Saybrook Chromium Plating	Cotton Yarn
Chromium Corp of America The Chromium Process Company Waterbury Shelton	The Floyd Cranska Co Counting Devices Veeder-Root Inc Hartford
Chucks The Cushman Chuck Co Hartford	The Dextone Co New Haven
Chucks & Face Plate Jaws Union Mfg Co New Britain	The Standard Machinery Co (rotary board,
Clay Howard Company (Fire Howard "B" and High	single and duplex) Mystic The O K Tool Co Inc (inserted tooth milling)
Temperature Dry) New Haven Cleansing Compounds	33 Hull St Shelton
MacDermid Incorporated Waterbury	The Barnes Tool Company (pipe cutters, hand) New Haven American Standard Co (special) Plantsville
Seth Thomas Clocks The United States Time Corporation	M H Rhodes Inc Hartford
Clocks—Alarm Waterbury	The R W Cramer Company Inc Dental Gold Alloys Contents Contents
The Lux Clock Mfg Co Waterbury The New Haven Clock and Watch Co (spring	The J M Ney Company Hartford Dictaphone Corporation Dictaphone Corporation Bridgeport
& electric) New Haven The William L Gilbert Clock Corporation	The Soundscriber Corporation New Haven
Clocks—Automatic Cooking The Lux Clock Mfg Co Waterbury	The Gray Manufacturing Company Die & Tool Makers Parsons Tool Inc New Britain
The Lux Clock Mfg Co Waterbury Clock Mechanisms	Die Castings
The Lux Clock Mfg Co Waterbury Clutch Facings	Newton-New Haven Co Inc 688 Third Ave West Haven Die Casting Dies
The Russell Mfg Co Middletown Clutch-Friction	ABA Tool & Engineering Co The Weimann Bros Mfg Co Manchester Derby
The Raybestos Div of Raybestos-Manhattan Inc (clutch facings-molded, woven, fabric, metallic) Bridgeport	Die Castings (Aluminum & Zinc) Corbin Cabinet Lock Div American Hardware Corp New Britain
Hall Mfg Co Ansonia	Die-Heads-Self-Opening
Palmer Brothers Co New London	Barclay Sts The Geometric Tool Co Rew Haven New Haven
The A F Holden Company 52 Richard St West Haven	Dies The Hoggson & Pettis Mfg Co 141 Brewery St
52 Richard St West Haven Communication Equipment Airadio Incorporated (aircraft. marine, intra- facility) Stamford	The Parker Stamp Works Inc (for plastics and die castings) American Standard Co New Haven (for plastics Hartford Plantsville
Compressors Norwalk Company Inc (high presssure air and	Colt's Patent Fire Arms Mfg Co Hartford
gas) South Norwalk	Orkil Inc—Cutaway Harrow Division
Plasticrete Corp Hamden Condensers	Door Closers Higganum
Airadio Incorporated (variable) Stamford	The Yale & Towne Manufacturing Company Stamford
Sonoco Products Co (Climax-Lowell Div) (Paper) Mystic	The Allen Manufacturing Co Drafting Accessories Hartford
The Stanley P Rockwell Co Inc (Consulting) 296 Homestead Ave Hartford	Joseph Merritt & Co Hartford
Contract Machining Malleable Iron Fittings Company Branford	Palmer Brothers Co New London Drilling Machines
Contract Manufacturers Geo W Fleming Co (Metal parts and assem-	The Henry & Wright Manufacturing Company (sensitive) Hartford
blies) Wallingford The Greist Mfg Co (metal parts and assemblies)	Wilcox Crittenden & Co Inc Middletown
503 Blake St Merriam Mfg Co (production runs-metal	The Blakeslee Forging Co Plantsville Atwater Mfg Co Plantsville Capewell Mfg Company Hartford
boxes and containers to specifications) Durham	The Bridgeport Hdwe Mfg Corp Bridgeport
Scovill Manufacturing Company (Metal Parts and Assemblies) Waterbury Companies Inc Waterbury	Druggists' Rubber Sundries The Seamless Rubber Company New Haven Goodyear Rubber Sundries Inc (Guardian
Manning Maxwell & Moore Inc Bridgeport	"Plasti-Cleer," baby pants, crib sheets & bibs, household aprons, raincoats, scarves & hoods, shower curtains, etc.) New Hayen
The Leeds Electric and Mig Co Hartford	Dust Collecting Systems
The American Brass Co (sheet, wire, rods, tubes) Waterbury	Connecticut Blower Company Hartford Edged Tools The Collins Co. (avez and other edged tools)
The Bristol Brass Corp (sheet) Bristol The Thinsheet Metals Co (sheets and rolls)	The Collins Co (axes and other edged tools) Collinsville Elastic Webbing
Chase Brass & Copper Co (sheet, rod, wire, tube) Waterbury Chase Brass & Copper Co (sheet, waterbury	The Russell Mfg Co Electric Appliances The Silex Co Middletown Middletown Blips St Hartford
	(Advt.)

IT'S A D M E IN CONNECTICUT

Electric Cables
Rockbestos Products Corp (asbestos insulated)
New Haven Rockbestos Frounces On New Haven

Electric Circuit Breakers

The Trumbull Electric Míg Co Plainville

Electric—Commutators & Segments

The Cameron Elec Míg Co (rewinding motors)

Ansonia Electric Cord & Cord Sets
Accurate Insulated Wire Corp New Haven Accurate Insulated Wife Cords

Electric Cords

Rockbestos Products Corp (asbestos insulated)

New Haven Electric Eye Control
United Cinephone Corporation United Cinephone Corporation

Electric Fixture Wire

Rockbestos Products Corp (asbestos insulated)

New Haven Electric Hand Iron
Winsted Hardware Mfg Co
"Durabilt") Electric Insulation
The Rogers Corporation
Case Brothers Inc Case Brothers Inc
Electric Panel Boards
Federal Electric Products Co Inc
The Trumbull Electric Mfg Co
Electric Safety Switches
Federal Electric Products Co Inc
The Trumbull Electric Mfg Co
Electric Signs
Little Advertising Corp

Manchester
Hartford
Plainville
Hartford
Plainville
Plainville
New Haven United Advertising Corp

Electric Time Controls

The R W Cramer Company Inc
Electric Timeploces
The New Haven Clock and Watch Co (automobile & alarm)
New Haven
Electric Wire
Rockbestos Products Corp (asbestos insulated)
New Haven
Electrical Circuit Breakers Electrical Circuit Breakers
Federal Electric Products Co Inc
Electrical Conduit Fittings & Grounding
Specialities
The Gillette-Vibber Company
Electrical Control Apparatus
The Trumbull Electric Mfg Co
Federal Electric Products Co Inc
Electrical Goods
A C Gilbert Co
New Haven A C Gilbert Co

Electrical Motors

U S Electrical Motors Inc

Electrical Recorders New Haven The Bristol Co
Electrical Relays and Controls
Allied Control Co
Electronic Equipment
S Waterbury Plantsville Airadio Incorporated Electronics Airadio Incorporateu

Electronics
The Gray Manufacturing Company
Crystal Research Laboratories Inc
Arthur T Hatton & Company
United Cinephone Corporation
Electroplating
National Sherardizing & Machine

Dlating Company

Plating Company
Supplies Stamford Waterbury Plating Company
Electroplating—Equipment & Supplies
New Haven Enthone Inc Electrotypes
W T Barnum & Co Inc (all classes)
New Haven Elevators
Eastern Machinery Co (passenger and New Haven freight)

Enameling
The Leeds Electric and Mfg Co wrinkle finishes)

Warinkle finishes)
Com Metal Finishing Co Hartford
Waterbury Plating Company
Enameling and Finishing
Clairglow Mfg Co
Engines
Wolverine Motor Works Inc (diesel stationary marine) Wolverine Motor Works Inc (diesel stationary marine)

Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft)

Envelopes

Plimpton Mfg Co Div U S Envelope Co

Curtis 1000 Inc

Extractors—Ten Curtis 1000 Inc

Extractors—Tap

The Walton Company 94 Allyn St Hartford Eyelets
The Platt Bros & Co P O Box 1030 Waterbury 91 Waterbury Companies Inc
The Plume & Atwood Mfg Co
The Chromium Process Company
The L C White Company
Fasteners—Silde & Snap
The G E Prentice Mfg Co
Scovill Manufacturing Company (Snap)
Waterbury 91

T

mour eport

lystic

abury

Iaven

Gair

rhuev

mford nbury

ondon

oosup

rtford

Haven board.

lling) helton hand)

rtford

rtford geport Haven artford

Britain

rdware Britain

nan &

Haven Haven

ery St Haven plastics artford ntsville

artford

ganum

ompany amford

artford

artford

London

dletown

ntsville ntsville artford dgeport

Haven uardian & bibs, hoods, Haven

Iartford tools) linsville

dletown (Advt.) Felt
The Auburn Manufacturing Company (mechanical, cut parts)

Felt—All Purposes

American Felt Co (Mills & Cutting Plant)

Glenville Ferrules Waterbury Companies Inc Waterbury The C H Norton Co North Westchester Rogers Corporation (Specialty) Manchester Case Brothers Inc File Cards
The Standard Card Clothing Co Stafford Springs Film Spools
Watkins Manufacturing Co Ine
Finger Nail Clippers
The H C Cook Co 32 Beaver St Ansonia The H C Cook Co 32 Beaver St Ansonia
Firearms
Colt's Patent Fire Arms Mfg Co
Remington Arms Co Inc
Winchester Repeating Arms Company Division
Olin Industries Inc
New Haven Olin Industries the Fire Hose
Fabrics Fire Hose (municipal and industrial)
Sandy Hook Fireplace Goods
The John P Smith Co (screens) 423-33 Chapel
New Haven The Rostand Mfg Co
The American Windshield & Specialty Co
881 Boston Post Road

New Haven
Milford

Specialty Co
Milford Fireproof Floor Joists
The Dextone Co New Haven M Backes' Sons Inc M Backes' Sons Inc Wallingtone
Fishing Tackle
The Horton Mfg Co (reels, rods, lines) Bristol
The Bevin-Wilcox Line Co (lines)
East Hampton
The H C Cook Co 32 Beaver St Ansonia
Jim Harvey Div Local Industries Inc (nets, lures)

Tacktooks Wallingford Flashlights Winchester Repeating Arms Company Division Olin Industries Inc New Haven Flashlight and Radio Batteries
Winchester Repeating Arms Company Division
Olin Industries Inc
New Haven Floor & Ceiling Plates
Gaynor Electric Company Inc
The Beaton & Cadwell Mfg Co

New Britain Fluorescent Lighting Equipment
The Wiremold Company Hartford The Wiremold Company
Forgings
Clark Brothers Bolt Co
Heppenstall Co (all kinds and shapes)
Bridgeport
Non-ferrous) Scovill Manufacturing Company (Non-ferrous)
Waterbury 91 Foundries
Union Mfg Co (gray iron)
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze)
The Sessions Foundry Co (iron)

Foundries
New Britain
Middletown
Middletown
Bristol Foundries Foundry Riddles
The John P Smith Co 423-33 Chapel St New Haven Rolock Inc (brass, galvanized, steel) Southport Rolock Inc (brass, garvannes)

Furnaces

Home Heating Service Inc (warm air oil fired)

South Norwalk Furnace Linings
The Mullite Refractories Co Furniture Pads
The Gilman Brothers Company Gilman Gage Blocks
Fonda Gage Company (Fonda lifetime-carbide and steel)

Stamford Galvanizing Malleable Iron Fittings Co Wilcox Crittendnen & Co Inc Middletown Galvanizing & Electrical Plating
The Gillette-Vibber Co New London Gaskets
The Raybestos Div of Raybestos-Manhattan Inc The Auburn Manufacturing Company (from all materials) Gauges The Bristol Co (pressure and vacuum—recording automatic control)
Helicoid Gage Division American
Cable Co Ine
Hart Engineering Div or W Hart Buick Co Ine
(Plug Ring Snap Flush Pin & all types of special gauges)
American Standard Co
Pronda Gage Company (special)
Manning Maxwell & Moore Ine

Gears—Reverse & Reduction for Motor Boats
The Snow-Nabstedt Gear Corp New Haven
Gears and Gear Cutting
The Hartford Special Machinery Co
The Gray Mfg Co (Zero Bevel)

Hartford General Plating The Chromium Process C (co (copper, nickel, Glass and China
The Rocknell Silver Co (silver decorated) Macalaster Bicknell Company New Haven Glass Coffee Makers
The Silex Co 80 Pliny St Hartford The Silex Co

Glass Cutters

The Fletcher Terry Co

Box 415 Forestville

Golf Equipment

The Horton Mfg Co (clubs, shafts, balls, bags)

Bristol Governors
The Pickering Governor Co (speed regulating, centrifugal, hydraulic)
Portland centritugal, hydraulic)

Greeting Cards

A D Steinbach & Sons Inc

Grinding

The Centerless Grinding Co Inc (Precision custom grinding; centerless, cylindrical, surfaces, internal and special)

19 Staples Street

The Hartford Special Machinery

threads, cams and splines)

Grinding

Collection Machiners

Hartford

Hartford Rowbottom Machine Company I Grommets
The Plume & Atwood Mfg Co (brass and zinc)
Waterbury The Plume & Always Waterbury

Hand Tools

The Bridgeport Hdwe Mfg Corp (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives)

He Peck Stow & Wilcox Co (Bit braces, chisels, dividers, draw knives, hammers, pliers squares, snips, wrenches)

Southington pliers squares, snips, wrenches,
pliers squares, snips, wrenches,
southington
The James J Ryan Tool Works (screw drivers,
machinists' punches, cold chisels, scratch
awls and nail sets)

Hardware
Wilcox Crittenden & Co Inc (marine heavy
and industrial)

The Bassick Company (Automotive) Bridgeport
Hall Mig Co (bridge table)

The Yale & Towne Manufacturing Company
(builders)

The Stafford

The Stafford Hall halp the Cabinet The Yale & Towne Manufacture (builders)

Hardware—Trailer Cabinet

The Excelsior Hardware Co

Hardware, Trunk & Luggage

Corbin Cabinet Lock Div American Hardware

Corp

New Britain

Bristol Corp J H Sessions & Son Bristol The Yale & Towne Manufacturing Company Stamford Hat Machinery
Doran Brothers Inc Hat Machinery
Doran Brothers Inc
Health, Surgical & Orthopedic Supports
The Berger Brothers Company (custom made for back, breast and abdomen)
Heat Treating
The A F Holden Co 52 Richard St West Haven
The Bennett Metal Treating Co
1045 New Britain Ave
The Stabley P Rockwell Co Inc
296 Homestead Ave
The Driscoll Wire Company
New Britain-Gridley Machine Division
The New Britain Machine Co
New Britain
Heat-Treating Equipment
The Autoyre Company
Debugger

Oakville

Oakville The Autoyre Company
The Stanley P Rockwell Co Inc (commercial)
296 Homestead Ave
Hartford
The Wallace Barnes Co Div Associated Spring
Corp
The A F Holden Company
S2 Richard Street
West Haven (Main Plant)
Heat Treating Salts and Compounds
The A F Holden Company
S2 Richard Street
West Haven (Main Plant)
Heat Treating Salts and Compounds
The A F Holden Company
S2 Richard Street West Haven
Mitchell-Bradford Chemical Co
Bridgeport
Heating Apparatus Heating Apparatus
The Miller Company (domestic oil burners and heating devices) Meriden
Hex-Socket Screws
The Allen Manufacturing Co
Highway Guard Rail Hardware
Malleable Iron Fittings Co
Branford Hinges
Homer D Bronson Company
Hobs and Hobbings
ABA Tool & Engineering Co

IT'S MADE IN CONNECTICUT

Hoists and Trolleys Union Mfg Company New Britian	Lithographing The New Haven Printing Company	Marine Engines The Lathrop Engine Co Mystic
Hose Supporter Trimmings The Hawie Mfg Co (So-Lo Grip Tabs)	Locks-Banks New Haven	Marine Equipment
Hospital Signal Systems Connecticut Telephone & Electric Division of Great American Industries Inc Meriden	The Yale & Towne Manufacturing Company Stamford Locks—Builders The Yale & Towne Manufacturing Company	The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware) Milford Wilcox Crittenden & Co Inc Middletown Kilborn-Sauer Company (running lights and
Hot Water Heaters Petroleum Heat & Power Co (Instantaneous	The Yale & Towne Manufacturing Company Stamford Locks—Cabinet Corbin Cabinet Lock Div American Hardware	searchlights) Marking Devices The Hoggson & Pettis Mfg Co New Haven
domestic oil burner) Stamford Hydraulic Brake Fluids Eis Manufacturing Co Middletown	Corp The Excelsior Hardware Co New Britain Stamford	The Parker Stamp Works Inc (steel and rubber) Matrices
Industrial Finishes Zapon Div Atlas Powder Co Stamford Industrial and Marking Tapes	The Yale & Towne Manufacturing Company Stamford	W T Barnum & Co Inc New Haven
The Seamless Rubber Company New Haven	The Yale & Towne Manufacturing Company Stamford	Palmer Brothers Co Waterbury Mattress Co New London Waterbury
The Leeds Electric and Mfg Co Hartford Insecticides	Locks—Suit-Case and Trimmings Corbin Cabinet Lock Div American Hardware	Mechanical Assemblies—Small M H Rhodes Inc Hartford
American Cyanamid & Chemical Corp Waterbury	The Excelsior Hardware Co Locks—Trunk New Britain Stamford	Mechanics Hand Tools The Bridgeport Hdwe Mfg Corp (screw drivers, wrenches, pliers, cold chisels, ham-
Bridgeport Brass Company (Aer*a*sol) Bridgeport	Corbin Cabinet Lock Div American Hardware Corp	mers, auto repair tools) Bridgeport Metal Cleaners
Insulated Wire Cords & Cable The Kerite Insulated Wire & Cable Co Inc Seymour	The Excelsior Hardware Co Stamford The Yale & Towne Manufacturing (and suitcase) Stamford	Apothecaries Hall Co Waterbury Metal Cleaning Machines
Instruments J-B-T Instruments Inc (Electrical and Tem-	Locks—Zipper The Excelsior Hardware Co Stamford	Colt's Patent Fire Arms Mfg Co Metal Finishes Mitchell-Bradford Chemical Co Bridgeport
Perature) Insulation The Gilman Brothers Co Gilman	The Wiremold Company Hartford	Metal Finishing National Sherardizing & Machine Co
The Mullite Refractories Co Shelton	The Falls Company Norwich	Waterbury Plating Company Waterbury Metal Goods
Inter-Communications Equipment Connecticut Telephone & Electric Division of Greta American Industries Inc Meriden	The City Lumber Co of Bridgeport Inc Bridgeport	Waterbury Companies Inc (to order) Waterbury
Case Brothers Inc Manchester	The Fenn Manufacturing Company (Special)	Conn Metal Finishing Co Hamden
J H Sessions & Son Bristol Jig Borer	The Hallden Machine Company (mill) Thomaston	Metal Novelties The H C Cook Co 32 Beaver St Ansonia Waterbury Companies Inc Waterbury
Moore Special Tool Co (Moore) Bridgeport Jig Boring	The Torrington Manufacturing Co (mill) Torrington	Metal Products The State Welding Company Hartford
Parsons Tool Inc American Standard Co New Britain Plantsville	The Standard Machinery Co (bookbinders) Mystic The Peck Stow & Wilcox Co (Machines &	Metal Products—Stampings J H Sessions & Son Bristol Scovill Manufacturing Company (Made-to-
Moore Special Tool Co (Moore) Bridgeport	& power operated) tools for sheet metal fabrication—manually	Order) Waterbury 91 Waterbury Companies Inc Waterbury
American Standard Co Plantsville Jointing	Machinery Dealers & Rebuilders Botwinik Brothers Machinery Dealers Inc New Haven	The Excelsior Hardware Co Stamford
The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet) Bridgeport	J L Lucas and Son Fairfield	Metal Stampings The Autoyre Co (Small) The Patent Button Co Oakville Waterbury
Key Blanks Corbin Cabinet Lock Div American Hardware Corp New Britain	Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport Special Devices Company (Special, New De-	The Excelsion Hardware Co Stamford J H Sessions & Son Bristol
The Graham Mfg Co The Yale & Towne Manufacturing Company	velopments) The Patent Button Company Machines—Automatic Materbury	The H C Cook Co 32 Beaver St Ansonia The Greist Mfg Co 503 Blake St New Haven Waterbury Companies Inc Waterbury
J & J Cash Inc (Woven) South Norwalk	The A H Nilson Mach Co (Special) Bridgeport	Bridgeport Chain & Mfg Co Bridgeport The J A Otterbein Company (metal fabrica-
Label Moisteners Better Packages Inc Shelton	Machines—Automatic Chucking	scovill Manufacturing Company Waterbury 91 The Verplex Company (Contract) Essex
Laboratory Equipment Eastern Engineering Co New Haven	New Britain-Gridley Machine Division The New Britain Machine Co (multiple spindle—single and double end) New Britain	The Plume & Atwood Mfg Co (brasss, copper and steel) Waterbury
Macalaster Bicknell Company New Haven	Machines—Automatic Screw New Britain Gridley Machine Division The New Britain Machine Co (single and	Saling Manufacturing - Company The Stanley Works The LaPointe Plascomold Corp Unionville
Lacquers & Synthetic Enamels Zapon Div Atlas Powder Co Ladders Ladders	multiple spindle) Machines—Forming	Meters—Gas The Sprague Meter Company Bridgeport
A W Flint Co 196 Chapel St New Haven Lamp Shades	The A H Nilson Mach Co (four-slide wire and ribbon stock) Bridgeport	Microscope—Measuring Lundeberg Engineering Company Hartford
The Verplex Company Essex	Machines—Precision Boring New Britain-Gridley Machine Division The New Britain Machine Co New Britain	Milk Bottle Carriers The John P Smith Co 423-33 Chapel St
The Rostand Mfg Company (brass, colonial style & brass candlesticks) Lathes	Geo W Fleming Co Wallingford The Hartford Special Machinery Co (contract	Miliboard The Raybestos Div of Raybestos Manhattan Inc
The Bullard Company (vertical turret cutmaster and Mult-Au-Matic, vertical multi-spindle) Bridgeport	work only) The Torrington Manufacturing Co (special rolling mill machinery) Torrington	(asbestos) Bridgeport Milling Machines Rowbottom Machine Company Inc (cam)
Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury	The Fenn Manufacturing Company (precision parts) Hartford	Waterbury Wilcox Crittenden & Co Inc Middletown
The Geo A Shepard & Sons Co (sheepskin, shoe upper, garment, grain and suede)	The Parker Stamp Works Inc (Special) Hartford National Sherardizing & Machine Co (job)	Hartford Builders Finish Co Hartford
Leather Goods Trimmings The G E Prentice Mfg Co New Britain	The LaPointe Plascomold Corp (precision on molds, tools, dies, etc.) Hartford (precision on Unionville	The Lux Clock Mfg Co Waterbury
Leather, Mechanical The Auburn Manufacturing Company (packings, cubs, washers, etc.) Middletown	John McAdams & Sons Inc Norwalk	Mixing Equipment Eastern Engineering Co New Haven Monuments
Lehman Brothers Ins (designers, engravers,	Magnets Cinaudagraph Div The Indiana Steel Products Co Stamford	The Beij & Williams Co Hartford Motor Switches
lithographers) New Haven Lighting Equipment	Mail Boxes, Apartment & Residential Corbin Cabinet Lock Div American Hardware	Gaynor Electric Company Inc Bridgeport Moulded Plastic Products
The Miller Co (Miller, Duplexalite, Ivanhoe) Meriden Waterbury Companies Inc Waterbury	Corp Malling Machines Pitney-Bowes Inc Stamford	The Patent Button Co Colt's Patent Fire Arms Mfg Co Waterbury Companies Inc Waterbury Waterbury
Lightning Protection Edward H Brown Hartford & New Haven	Manganese Bronze Ingot The Whipple and Choate Company Bridgeport	The Watertown Mfg Co 117 Echo Lake Road Watertown (Advt.)

de-to-ury 91 erbury amford akville erbury amford Bristol Haven terhury dgeport abrica-lletown ury 91 Essex copper terbury ionville Britain ionville dgeport artford

apel St Haven an Inc m) terbury dletown artford terbury

artford dgeport terbury artford terbury e Road tertown (Advt.)

Haven

Mouldings
The Himmel Brothers Co (architectural, metal Hamden ABA Tool & Engineering Co Manchester
The Hoggson & Pettis Mig Co (steel)
114 Brewery St New Haven
The Sessions Foundry Co (heat resisting for non-ferrous metals)
The Parker Stamp Works Inc (compression, injection & transfer for plastics)
Lundeberg Engineering Company (plastic)
Hartford Napper Clothing
he Standard Card Clothing Co (for textile mills)

Napper Clothing Co (for textile Stafford Springs Nickel Anodes
Apothecaries Hall Co
The Seymour Mfg Co Waterbury The Seymour Mfg Co Seymour The Seymour Mig Co

Nickel Silver Ingot

The Whipple and Choate Company

Bridgeport
(Advt.) The Yale & Towne Manufacturing Company Stamford Non-ferrous Metal Castings Non-ferrous Metal Castings
The Miller Company
Nuts, Bolts and Washers
Clark Brothers Bolt Co Meriden Milldale Office Equipment
Pitney-Bowes Inc
Underwood Corporation Bridgeport & Hartford Underwood Corporation Street
Offset Printing
The New Haven Printing Company
New Haven The Silent Glow Oil Burner Corp 1477 Park St Petroleum Heat & Power Co (domestic cial and industrial) Hartford Petroleum Heat & Power Co (usual and industrial)
The Miller Company (domestic)
Oil Burner Wick
The Raybestos Div of Raybestos-Manhattan Inc.
Bridgeport Oil Tanks
The Norwalk Tank Co Inc (550 to 30 M gals, underwriters above and under ground)
South Norwalk John Magee & Co Incorporated Savbrook Ovens
American Machine & Foundrey Co New Haven Package Sealers Better Packages Inc Shelton Packing
The Raybestos Div of Raybestos-Manhattan Inc (rubber sheet and automotive) Bridgeport The Auburn Manufacturing Company (leather, rubber, asbestos, fibre) Middletown rubber, asbestos, fibre)

Padlocks

Corbin Cabinet Lock Div American Hardware
Corp New Britain
The Yale & Towne Manufacturing Company
Stamford Paints and Enamels
The Staminite Corp
The Tredennick Paint Mfg Co New Haven Meriden The Tredefinites Asia Panta Moore Special Tool Co (crush wheel dresser) Bridgeport Paperboard
Connecticut Corrugated Box Div Robert Gair Co Inc Portland
The New Haven Pulp & Board Co New Haven The New Haven Pulp & Board Co
Paper Boxes
National Folding Box Co (folding)
The New Haven Pulp & Board Co
Robertson Paper Box Co (folding)
The Strouse Adler Co
Atlantic Carton Corp (folding)
The Warner Brothers Company
M Backes' Sons Inc Peper Boxes—Folding and Setup
Bridgeport Paper Box Company Bridgeport Paper Clips
The H C Cook Co (steel) 32 Beaver St Ansonia Paper Tubes and Cores
Sonoco Products Co (Climax-Lowell Div)
Mystic

Parallel Tubes
Sonoco Products Co (Climax-Lowell Div)
Mystic

Clairglow Mfg Company Portland
Passenger Transportation
The Connecticut Company (local, suburban and
New Haven

The Andrew B Hendryx Co New Haven Pharmaceutical Specialties Ernst Bischoff Company Inc Ivoryton Phosphor Bronze
The Seymour Mfg Co Seymour
The Miller Company (sheets, strips, rolls)
Meriden Phosphor Bronze Ingots
The Whipple and Choate Company Bridgeport Photographic Equipment
Kalart Company Inc Stamford Kalart Company Inc.

Photo Reproduction
The New Haven Printing Company
New Haven Piano Repairs
Pratt Read & Co Inc (keys and action)
Ivoryton Pratt Read & Co Inc (keys and actions, backs, plates) Pickles Goodman Bros Meriden Pin Up Lamps The Verplex Company Essex Pipe
The American Brass Co (brass and copper)
Waterbury Howard Co (cement well and chimney)
New Haven
Bridgeport Crane Company (fabricated)

Bridgeport

Bridgeport

Copper)

Bridgeport

Bridgeport Chase Brass & Copper Co (red Waterbury copper)

Pipe Fittings

Malleable Iron Fittings Co
The Corley Co Inc (300# AAR) Branford Plainville The Holo-Krome Screw Corporation (counter-sunk) West Hartford Sunk)
Plastic Buttons
Colt's Patent Fire Arms Mfg Co
Waterbury Companies Inc Hartford Waterbury Plasticrete Bloc Plasticrete Corp Hamden Plastics—Moulders
The Watertown Mfg Co
Waterbury Companies Inc
Companies Inc
Waterbury
Conn Plastics
The Geo S Scott Mfg Co
Wallingford
The LaPointe Plascomold Corp (custom work of compression type)

Plastics Waller & Directory

Hamden
Waterbury
Waterbury
Unionville compression type)

Plastics—Moulds & Dies

The Parker Stamp Works Inc (for plastics)

Hartford Platers
The Patent Button Co
The Plainville Electro Plating Co
Christie Plating Co
Waterbury Plating Company Waterbury Plainville Waterbury Platers—Chrome
The Plainville Electro Plating Co
The Hartford Chrome Corporation
Nutmeg Chrome Corporation Hartford Hartford Platers' Equipment
Apothecaries Hall Company
MacDermid Incorporated Waterbury Waterbury Conn Metal Finishing Co Hamden Plumbers' Brass Goods
Bridgeport Brass Co I
Scovill Manufacturing Company Wat
The Keeney Mfg Co (special bends) Bridgeport Waterbury Newington John M. Russell Mig Co Inc Naugatuck Pole Line Malleable Iron Fittings Co Branford Polishing Wheels
The Williamsville Buff Mfg Co Danielson Poly Chokes
The Poly Choke Company (a shotgun choking device)
Tariffville Postage Meters Pitney-Bowes Inc Stamford Pitney-Bowes Inc
Precious Metals
The J M Ney Company (for industry)
Hartford The City Lumber Co of Bridgepor Bridgeport Goodman Bros (and jellies) Meriden

Presses
The Standard Machinery Co (plastic molding, embossing, and die cutting)
The Henry & Wright Manufacturing (automatic mechanical)

Hartford Hartford Press Papers Case Brothers Inc . Manchester
Pressure Vessels
The Norwalk Tank Co Inc (unfired to ASME Code Par U 69-70) South Norwalk The Case Lockwood & Brainard Co
The Heminway Corporation
The Walker-Rackliff Company
Hunter Press
T B Simonds Inc
The New Haven Printing Company
New Haven
New Haven Printing Presses
Banthin Engineering Co (automatic)
Bridgeport Printing Rollers
The Chambers-Storck Company Inc (engraved)
Norwich
Production Control Equipment
Wassell Organization (Produc-Trol) Westport
United Cinephone Corporation

Bridgeport
Rengigeport
Reng Propellers—Aircraft
Hamilton Standard Propellers Div United Aircraft Corp

East Hartford Propeller Fan Blades
The Torrington Manufacturing Co Torrington The Yale & Towne Manufacturing Company Stamford Pumps—Small Industrial
Eastern Engineering Co N
Punches New Haven The Hoggson & Pettis Mfg Co (ticket & cloth)
141 Brewery St New Haven Putty Softeners—Electrical
The Fletcher Terry Co Box 415 Forestville The Fletcher Terry Co Pyrometers
The Bristol Co (recording and controlling) Waterbury Quartz Crystals Crystal Research Laboratoriess Inc Hartford Crystal Research Laboratoriess

Radiation-Finned Copper
The G & O Manufacturing Company
New Haven The Vulcan Radiator Co (steel and copper)
Hartford Railroad Equipment
The Rostand Mfg Co (baggage racks and mirrors for passenger cars)

Hartford
Amilford Rayon Specialties
The Hartford Rayon Corporation Rocky Hill Rayon Yarns
The Hartford Rayon Corp Reamers
The O K Tool Co Inc (inserted tooth)
33 Hull St Shelton 33 Hull St Recorders Shelton
The Bristol Co (automatic controllers, temperature, pressure, flow, humidity) Waterbury
Refractories Howard Company
Regulators
Norwalk Valve Company (for gas and air)
South Norwalk South Norwalk
Resistance Wire
The C O Jelliff Mfg Co (nickel, chromium, kanthal) kanthal)
Respirators
American Optical Company Safety Division
Putna Retainers
The Hartford Steel Ball Co (bicycle & auto-Hartford motive)

Riveting Machines
The Grant Mfg & Machine Co
L-R Mfg Div of The Ripley Co
The Raybestos Div of Raybestos-Manhattan Inc
(brake service equipment)
The H P Townsend Mfg Company
Hartford
Bridgeport
Hartford
Hartford The H P Townsend Page Rivets
The Connecticut Manufacturng Company Waterbury Milldale Clark Brothers Bolt Co Mildale
The Blake & Johnson Co (brass, copper and
non-ferrous)
J H Sessions & Sons Bristol
The Raybestos Div of Raybestos-Manhattan Inc
(brass and aluminum tubular and solid copper)

Bridgeport

Deviates Manhattan Inc per)
The Raybestos Div of Raybestos-Manhattan Inc. The Raynessus Live (iron)
The Plume & Atwood Mfg Co (brass and coputer)

Waterbury

Company

Company

per) The Chromium Process Company

Bridgeport

Gaynor Electric Company Inc

IT'S MADE IN CONNECTICUT

Rods The Bristol Brass Corp (brass and bronze)	Sewing Machines The Greist Mfg Co (Sewing machine attach-	Springs—Furniture Owen Silent Spring Co Inc Bridgeport
Scovill Manufacturing Company (Brass and Bronze) Waterbury 91	ments) 503 Blake St New Haven The Merrow Machine Co (Industrial) Hartford The Singer Manufacturing Company (indus-	Springs-Wire The Connecticut Spring Corporation (compres-
Roller Skates Winchester Repeating Arms Company Division Olin Industries Inc New Haven	trial) Shaving Soaps The J B Williams Co Glastonbury	sion, extension, torsion) The Wallace Barnes Co Div Associated Spring Corp Bristol
Rubber Chemicals The Stamford Rubber Supply Co ("Factice" Vulcanized Vegetable Oils) Stamford	Shears The Acme Shear Co (household) Bridgeport	New England Spring Mfg Co Unionville J W Bernston Company (Coil and Torsion) Plainville
Rubberized Fabrics The Duro-Gloss Rubber Co Rubber Footwear	Sheet Metal Products The American Brass Co (brass and copper)	D R Templeman Co (jewelry) Plainville Springs, Wire & Flat
The Goodyear Rubber Co Middletown United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear) Naugatuck	Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) Durham United Advertising Corp Manufacturing Divi-	The Autoyre Company Oakville Stair Pads Palmer Brothers Company New London
Rubber Gloves The Seamless Rubber Company New Haven Rubber Products, Mechanical	sion (Job and Production Runs) New Haven	The Hoggson & Pettis Mfg Co (steel)
The Auburn Manufacturuing Company (washers, gaskets, molded parts) Middletown	Sheet Metal Stampings	141 Brewery St New Haven The Parker Stamp Works Inc (steel & rubber) Hartford
The John P Smith Co 423-33 Chapel St New Haven	The American Buckle Co The Patent Button Co J H Sessions & Son Waterbury Companies Inc Waterbury West Haven Waterbury Waterbury	The Han-Dee Spring and Manufacturing Co (Small) Hartford
American Optical Company Safety Division Putnam	Waterbury Companies Inc Waterbury Hall Mfg Co Ansonia Sh!pment Sealers	Stampings—Small Rogers Corporation (Fibre Cellulose Paper)
Safety Fuses The Ensign-Bickford Co (mining & detonating) Simsbury	Better Packages Inc Shelton Showcase Lighting Equipment	The Greist Manufacturing Co Scovill Manufacturing Company Manchester New Haven Waterbury 91
Safety Gloves and Mittens American Optical Company Safety Division Putnam	The Wiremold Company Hartford Shower Stalls	The Wallace Barnes Co Div Associated Spring Corp Bristol Waterbury Companies Inc Waterbury
Safety Goggles American Optical Company Safety Division Putnam	Dextone Company Signals The H C Cook Co (for card files)	The L C White Company Waterbury Steel The Stanley Works (hot and cold rolled strip)
The Beij & Williams Co Hartford Saw Blades	32 Beaver St Ansonia Silks	Steel Castings New Britain
The Capewell Mfg Co (Hack Saw, Band Saw) Hartford Saws, Band, Metal Cutting	Cheney Brothers South Manchester Sizing and Finishing Compounds	The Hartford Electric Steel Co (carbon and alloy steel) 540 Flatbush Ave Hartford Malleable Iron Fittings Co Branford
Atlantic Saw Mfg Co New Haven Scales—Industrial Dial	American Cyanamid & Chemical Corp Waterbury Slide Fasteners	Nutmeg Crucible Steel Co Branford Steel—Cold Rolled Spring
The Kron Company Bridgeport Scissors The Acme Shear Company Bridgeport	Shoe Hardware Div U S Rubber Company (KwiK zippers) Waterbury	The Wallace Barnes Co Div Associated Spring Corp Steel-Cold Rolled Stainless
Screw Caps The Weimann Bros Mfg Co (small for bottles) Derby	The Bigelow Company (steel) New Haven	Wallingford Steel Company Wallingford Steel—Cold Rolled Strip and Sheets
Screws The Blake & Johnson Co (machine) Waterville	The J B Williams Co (industrial soaps, toilet soaps, shaving soaps) Glastonbury	Wallingford Steel Company Wallingford Steel Goods
Corbin Screw Div American Hardware Corp New Britain Clark Brothers Bolt Co Milldale	Solder—Soft Torrey S Crane Company Plantsville	Merriam Mfg Co (sheets products to order) Durham Waterbury Companies Inc Waterbury
The Charles Parker Co (wood) Meriden Scovill Manufacturnig Company Waterbury 48 The Connecticut Mig Co (machine) Waterbury The Holo-Krome Screw Corporation (socket	Special Machinery The H P Townsend Mfg Campany National Sherardizing & Machine Co (man-	Steel-Magnetic Cinaudagraph Div The Indiana Steel Products Co (Permanent) Stamford
set and socket cap) West Hartford The Chromium Process Company Shelton Atlantic Screw Works (wood) Hartford	drels & stock shells for rubber industry) Hartford The Henry & Wright Manufacturing Company	The Stanley Works New Britain
The H P Townsend Mfg Company Hartford Screw Machine Accessories	Lundeberg Engineering Company Boesch Mfg Co Inc (designed and built)	The Berlin Construction Co Inc (fabricated) Berlin
Barnaby Manufacturing and Tool Company Bridgeport	Special Parts The Greist Mfg Co (small machined, especially	W T Barnum & Co Inc New Haven
The Apex Tool Co Inc Chas E Lowe Co Wethersfield	Special Industrial Locking Devices	The H C Thompson Clock Co Bristol
The Connecticut Manufacturing Company Waterbury Corbin Screw Div American Hardware Corp	Corbin Cabinet Lock Div American Hardware Corp New Britain Special Tools & Dies	Straps, Leather The Auburn Manufacturing Company (textile, industrial, skate, carriage) Middletown
The Blake & Johnson Co Waterville The Centerless Grinding Co Inc (Heat treated	Lundeberg Engineering Company Hartford Spinnings	Studio Couches Waterbury Mattress Co Waterbury
and ground type only) 19 Staples Street Bridgeport	The Gray Manufacturing Company Hartford Sponge Rubber	Super Refractories The Mullite Refractories Co Shelton
The Eastern Machine Screw Corp Truman & Barclay Sts New Haven The Humason Mig Co Geo W Fleming Co Wallingford	The Sponge Rubber Products Co Shelton Spreads	Surface Metal Raceways & Fittings The Wiremold Company Hartford
The Greist Mfg Co (Up to 11/2" capacity) New Haven	Palmer Brothers Company New London Spring Coiling Machines	The Seamless Rubber Company Acme Cotton Products Co Inc Surgical Dressings New Haven East Killingly
Scovill Manufacturing Company Waetrbury 91 Nelson's Screw Machine Products Plantsville The Plume & Atwood Mfg Co The Peck Spring Co Plainville	The Torrington Manufacturing Co Torrington Spring Units Owen Silent Spring Co Inc (mattresses and	Surgical Rubber Goods The Seamless Rubber Company New Haven
Watkins Manufacturing Co Inc Bristol Screw Corporation Olson Brothers Company (up to 34" capacity) Plainville	furniture) Bridgeport Spring Washers The Wallace Barnes Co Div Associated Spring	Switchboards Wire and Cables Rockbestos Products Corp (asbestos insulated) New Haven
Waterbury Machine Tools & Products Co (B & S & Swiss type automatic) Waterbury The New Britain Machine Company	Corp Bristol Springs—Coll & Flat The Humason Mfg Co Forestville	The R W Cramer Company Inc Centerbrook Tanks
New Britain Screw Machine Tools Somma Tool Co (precision circular form tools) Waterbury	The Wallace Barnes Co Div Associated Spring Corn The Han-Dee Spring and Manufacturing Co (Coil and Flat) Hartford Hartford	The Bigelow Company (steel) New Haven Storts Welding Company (steel and alloy) Meriden
Sealing Tape Machines Better Packages Inc Shelton	The Peck Spring Co Plainville Springs—Flat	The Russell Mfg Co Middletown
Maggi Co Inc (Maggi's) New Milford	The Wallace Barnes Co Div Associated Spring Corp Bristol	The Walton Co Tap Extractors 94 Allyn St Hartford (Advt.)
	T 46 7	1

geport pring Bristol mville on) inville inville

kville ondon

Haven ubber)

per) Haven Bristol erbury

strip) Britain artford anford anford

ingford ŀs ingford

der) Durham terbury amford

Britain

Bristol (textile,

aterbury Shelton

Hartford w Haven Killingly

w Haven s nsulated) w Haven

nterbrook w Haven alloy) Meriden

Hartford

The Geometric Tool Co New Haven Brownell & Co Inc Moodus

Upham Food Products Inc (package and tea balls)

Hawleyville Telemetering Instruments
The Bristol Co Waterbury

Textile Machinery
The Merrow Machine Co
2814 Laurel St Hartford

2814 Laurel St
Textile Mill Supplies
Ernst Bischoff Company Inc
Textile Processors
The Aspinook Corp (cotton)
Textile Processors
The Aspinook Corp (cotton)
Textile Processors
The Aspinook Corp (cotton)
Textile Processors
T

American Dyeing Corporation

Therapeutic Equipment
Airadio Incorporated Stamford
Thermometers
The Bristol Co (recording and automatic control)

The Moore Inc Waterbury
Bridgeport Thermostats
Bridgeport Thermostsat Company Inc (automatic)
This Gours Metals matic)

Thin Gauge Metals

The Thinsheet Metals Co (plain or tinned in Waterbury

The Thinsheet Bread

Max Pollack & Co Inc Groton & Willimantic
The American Thread Co Willimantic
The Gardiner Hall Jr Co (cotton sewing)
South Willington
Mystic Wm Johl Manufacturing Co
The Lloyd E Cone Thread Co (industrial cotton sewing)

South Willington
Mystic
Moodus
Moodus

Thrending Machines
The Grant Mfg & Machine Co (double and automatic)

Time Recorders
Stromberg Time Corp Thomaston Timers, Interval
The H C Thompson Clock Co
The R W Cramer Company Inc Centerbrook

Timing Devices
Seth Thomas Clocks Thomastoon
The United States Time Corporation
Waterbury
The R W Cramer Company Inc Centerbrook

Timing Devices & Time Switches
M H Rhodes Inc Ha Hartford M H Rhodes Inc

Tinning
Wilcox Crittenden & Co Inc Middletown
The Thinsheet Metals Co (non-ferrous metals

Waterbury

Tool Designing
American Standard Co Plantsville The Hoggson & Pettis Mfg Co (rubber workers)
141 Brewery St
The O K Tool Co Inc (inserted tooth metal
cutting)
33 Hull St Shelton

Moore Special Tool Co Bridgeport Tools, Dies & Fixtures
The Greist Mfg Co New Haven
The Parker Stamp Works Inc (special) Fonda Gage Company (also jigs) Tools, Hand & Mechanics
The Bridgeport Hardware Mfg Corp (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties)

Bridgeport
Toys

Now Hand

Toys
A C Gilbert Company
The Gong Bell Co
The N N Hill Brass Co
Waterbury Companies Inc
The Geo S Scott Mfg Co New Haven East Hampton East Hampton Waterbury Wallingford Trucks—Industrial George P Clark Co The State Welding Company Windsor Locks Hartford

Trucks-Lift
The Excelsior Hardware Co
George P Clark Co Stamford Windsor Locks

Trucks—Skid Platforms
The Excelsior Hardware Co (lift) Stamford American Tube Bending Co Inc New Haven

Tube Clips
The H C Cook Co (for collapsible tubes)
32 Beaver St
The Weimann Bros Mfg Co (for collapsible tubes)
Derby

Tubing
The American Brass Co (brass and copper)
Waterbury
Scovill Manufacturning Company (Brass ar
Waterbury

Tubing-Heat Exchanger Scovill Manufacturing Company Waterbury 91 Geo W Fleming Co Wallingford

Typewriters Underwood Corporation Royal Typewriter Co Inc Hartford Hartford

Typewriters—Portable
Underwood Corporation Typewriter Ribbons and Supplies
Underwood Corporation
Hartford and Bridgeport

Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div)
Mystic The Corley Co Inc (300# AAR) Plainville

Upholstery Fabrics—Woolen & Worsted road Brook Company (automobile, airplan railroad) Broad Broad oile, airplane, Broad Brook Vacuum Bottles and Containers
American Thermos Bottle Co Norwich

Vacuum Cleaners
The Spencer Turbine Co Hartford Valves

Norwalk Valve Company (sensitive check valves)
South Norwalk Valves—Automatic Air
Beaton & Cadwell Mfg Co New Britain

Beaton & Cadwell Mig Co New Britain
Valves-Automobile Tire
Bridgeport Brass Company Bridgeport
Valves-Radiator Air
Bridgeport Brass Company Bridgeport
Valves-Relief & Control
Beaton & Cadwell Mig Co New Britain Valves—Safety & Relief
Manning Maxwell & Moore Inc Bridgeport

The Velvet Textile Corporation

New Co Inc

(velveteen)

West Haven
Willimantic Varnishes

Ventilating Systems Colonial Blower Company Connecticut Blower Company

Connecticut Blower Company
Vibrators—Pneumatic
New Haven Vibrator Company (industrial)
New Haven The Charles Parker Co
The Fenn Manufacturing Company
Action Vises)

Weathers

Action Vises)

Washers

The Blake & Johnson (brass, copper & nonferrous)

American Felt Co (felt) Glenville
Clark Brothers Bolt Co
The Sessions Foundry Co (cast iron)

J H Sessions & Son
The Raybestos Div of Raybestos-Manhattan Inc (clutch washers) (clutch washers)

The Auburn Manufacturing Company (all materials)

The Plume & Atwood Mfg Co (brass & copper)

Waterbury Saling Manufacturing Company (made to or Union

Watches
Benrus Watch Co 30 Cherry St Waterbury
The United States Time Corporation
Waterbury
Waterbury The New Haven Clock and Watch Co (pocket Waterproof Dressings for Leather
The Viscol Company Stamford

Wedges
Saling Manufacturing Company (hammer & Unionville Welding

The Porcupine Company Bridgeport
The State Welding Company Hartford
G E Wheeler Company (Fabrication of Steel
& Non-Ferrous Metals) New Haven
Industrial Welding Company (Equipment
Manufacturers—Steel Fabricators) Hartford

Welding—Lead
Storts Welding Company (tanks and fabricaMeriden tion) Welding Rods
The Bristol Brass Co (brass & bronze) Bristol

Wheels Hall Mfg Co Ansonia

Wheels---Industrial Windsor Locks George P Clark Co

George P Clark Co Wicks

The Russell Mfg Co Middletown
The Raybestos Div of Raybestos-Manhattan Inc
(oil burner wicks) Bridgeport
The Auburn Manufacturing Company (felt, as-

The Auburn Manufacturing Company Middletown bestos)

Wire

The Bristol Brass Corp (brass & bronze) Bristol Shelton Hudson Wire Co (steel)

The Driscoll Wire Co (steel) Shelton Hudson Wire Co Winsted Div (insulated & enameled magnet)

The Atlantic Wire Co (steel)

The Platt Bros & Co (zine wire)

P O Box 1030

Rockbestos Products Corp (asbestos insulated)

New Haven Scovill Manufacturing Company (Brass, Bronze, and Nickel Silver)

Waterbury 91

The Bartlett Hair Spring Wire Co (Hair Spring)

The Bartlett Hair Spring)

Wire Arches and Trellis

The John P Smith Co
423-33 Chapel St
Wire Basktes New Haven

423-33 Chapel St

Wire Basktes

Rolock Inc (for acid, heat, degreasing)

Fairfield Wire Cable
The Bevin-Wilcox Line Co (braided)
East Hampton

Wire Cloth
The C O Jelliff Mig Co (all metals, all meshes)
Southport

The John P Smith Co 423-33 Chapel St Rolock Incorporated Wire Drawing Dies

The Waterbury Waterbury Wire Dipping Baskets
The John P Smith Co
423-33 Chapel St New Haven Wire-Enameled Magnet

Sweet Wire Co Winsted Wire Formings The Autoyre Co The Verplex Company

Wire Forms
The Connecticut Spring Corporation
The Humason Mfg Co
The Wallace Barnes Co Div Associated Spring
Corp.

Corp. 16 Co. W. Co. Historyille New England Spring Mfg Co

New England Spring Wire Goods
The Patent Button Co Waterbury
The American Buckle Co (overall trimmings)
West Haven
Scovill Manufacturing Company (To Order)
Waterbury 91

The Wiremold Company Hartford Wire Products Clairglow Mfg Company Portland

The A H Nilson Mach Co Bridgeport

Wire Partitions
The John P Smith Co
423-33 Chapel St Wire Rings
The American Buckle Co (tinners' trimmings) (pan handles and West Haven

Wire Shapes Bridgeport Chain & Mfg Co Bridgeport

Wire-Specialties
The Andrew B Hendryx Co New Haven

Wood Handles
The Salisbury Cutlery Handle Co (for cutlery & small tools)
Salisbury

& small tools)

Woodwork
C H Dresser & Son Inc (Mfg all kinds of Hartford

Woodwork
The base of Hartford
Hartford

Woven Awning Stripes
The Falls Company Norwich Yarns
The Ensign-Bickford Co (jute carpet) Simsbury
The Aldon Spinning Mills Corporation (fine
woolen and specialty)
Talcottville

Zinc The Platt Bros & Co (ribbon, strip and wire)
P O Box 1030

Waterbury

P O Box 1030

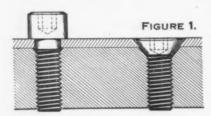
Zinc Castings

Newton-New Haven Co Inc

688 Third Ave
West Haven
(Advt.)



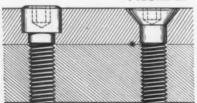
Here's the way to apply ALLEN holding-power to comparatively thin plates where a flush top surface must be achieved, with no gap between the screw head and surrounding metal.



Note that top piece of metal in Figure 1 above, (right) is thinner than head height of the Flat Head Cap Screw. There's more binding surface under the head than is the case with a projectinghead screw, and the angle helps lock the screw in place by drawing down on a conical surface.

Figure 2 (below) shows application in a comparatively thicker plate. Here the flush surface is retained without weakening the metal with a deep countersink. Maximum strength in the screw itself is assured by "pressur-forming" of special-analysis ALLENOY steel.

FIGURE 2.



Your local Allen Distributor will supply you with samples to try out these signal advantages of the Flat Head Cap Screws. Ask him or call us. Engineering data on request.

THE ALLEN MFG. COMPANY

Service Section

WANTED: 1 No. 6 Brown & Sharpe Full Automatic Screw Machine. 1 No. 2G Brown & Sharpe Automatic Screw Machine Serial number over 10,000, will trade against price a No. 2 Brown & Sharpe Automatic Screw Machine with Turner Drive or straight cash. Address S. E. 1357.

VETERAN, age 25, who will be enrolled at Leland, Stanford University, Palo Alto, California, is seeking to represent Connecticut manufacture in San Francisco territory. No car. Address S. A. 31.

BUSINESS CONNECTION WANTED. Attorney, private and government legal and administrative experience, desires connection with promising small manufacturing enterprise. Either purchase or substantial investment would be considered. Address O. W. 46.

MANUFACTURER of fine pitch gears has facilities open for production of fine pitch gears and pinions in pitches from 12-200 in any machinable material. Also some time for small tools, dies, model work and experimental development work using gears. Address M. T. A. 328.

MANUFACTURER has available capacity on No. 3, No. 1A and No. 2A Warner & Swasey and No. 3 and No. 7 Jones and Lamson Turret Lathes, also some milling, grinding and drilling capacity for secondary operations. Address M. T. A. 329.

OPEN CAPACITY on 75 K.V.A. air operated, electronicly timed spot welder. Will join up to 2 thicknesses of 3/16 steel—short or long runs. Address M. T. A. 330.

PRODUCTION MILLING, plain and spiral. Horizontal and Vertical. Cylindrical grinding, capacity to 36". Facilities available on subcontract basis. Address M. T. A. 331.

WANTED: Firm in Philippines desires representation in a general line of imports. Also handles exports. Firm has office and warehouse facilities. Address SA 32.

WANTED: 100 steel lockers. Address SE

FOR SALE: Minor & Peck Drop Hammers, with drop lifters (one lifter without Hammer and Anvil): No. 1, 500 lbs., 3 ton anvil; No. 4, 250 lbs., 2 ton anvil; 4-A, 250 lbs., 3 ton anvil; No. 1-A, 500 lbs., 5 ton anvil; No. 1-A, 500 lbs., 5 ton anvil; No. 3, 6 ton anvil; No. 5, 1800 lbs., 18 ton anvil; No. 9, 600 lbs., 6 ton anvil; No. 6, 1200 lbs., 12 ton anvil; No. 7, 1500 lbs., 12 ton anvil; No. 7, 1500 lbs., 12 ton anvil. Address SE 1378.

WANTED: Welding generator, 40 volts, 200 or 300 amperes, to be driven by a motor operating on 440 volts, 3 phase, 60 cycles. Address

WANTED: Rectifier, primary voltage either 110 or 220 A. C. single phase, secondary voltage, 6 to 8 D. C., capacity, 3,000 Amps. (approx.), furnished with rheostat, variable between 50 and 3,000 Amps.; OR Motor Generator with same specifications. Address SE 1383

WANTED: Gasoline powered air compressor (about 40-50 c.f.m. capacity); Sandblast booth (Ruemelire preferred) with incidental equipment. Address SE 1385.

WANTED: A large quanity of sixteen or more strands, No. 30 Bare or Tin Copper Wire, insulated with 1/64" or 1/32" Rubber, Cotton covered, any color, white, black, red or blue, or assorted. Address SE 1386.

Advertising Index

33

Allen Mfg. Co., The

American Appraisal Co., The

Barney's	35	
Bigelow Co., The	19	
Bigelow, Kent, Willard & Co.	15	
Brown Lightning Protection	19	
Case, Lockwood & Brainard Co., The Outside Back Co.	ver	
Clairglow Mfg. Co.	26	
Dolan Steel Co. Inside Back Co.	ver	
Dolge Co., The C. B.	39	
Dowd, Wyllie & Olson, Inc. Outside Back Co	ver	
Ellis, Lynn W.	16	
Federal Electric Products Co., Inc.	13	
Flint Co., A. W.	34	
Fuller Brush Co., The	18	
Graphic Arts Co., The	27	
Gray Manufacturing Co., The Inside Front Co	ver	
GrosJean & Associates, Paul R.	16	
Hampden Brass & Aluminum Co.	17	
Hartford Special Machinery Co., The	29	
Howard Co., The	29	
Industrial Illustrators	23	
Jackson & Moreland	22	
Jones & Company, Inc., T.A.D.	2	
Kellogg & Bulkeley Co., The	24	
King & Co., Alfred B.	31	
Liberty Mutual Insurance Co.	12	
Merritt & Co., Joseph	20	
Miller & Associates, Norman E.	15	
Much and Associates, R. M.	28	
New England Photographers	20	
Parker Stamp Works, Inc., The	38	
Pickands, James, II	32	
Plocar Co., John J.	14	
Robertson Paper Box Co., Inc.	11	
Roger Sherman Transfer Co.	21	
Russell Co., Edw. E.	39	
Services At Your Door	32	
Soundscriber Corp., The	25	
Southern New England Telephone Co		
Outside Back Cover		
Specialized Personnel Registry, Inc.	37	
Thompson Water Cooler Co.	30	

Wheeler Co., G. E.

Wiremold Co., The

16, 20, 29

30

SHEET AND STRIP STEEL EXCLUSIVELY RHODE MASSACHUSETTS ISLAND CONNECTICUT HEW YORK 8 1 0 UNION AVENUE BRIDGEPORT 7, CONN. DOLAN STEEL CO Telephone BRIDGEPORT 5-8174

Cover

Cover 39

ne Co. ck Cover

inc. 37 6, 20, 29





DOWD, WYLLIE & OLSON INC. 106 ANN ST. . HARTFORD, CONN.

"WHO SELLS IT?"



"JUST A MINUTE
WHILE I LOOK IN
THE YELLOW PAGES"

Machine tools or stationery, water coolers or oil burners, chairs or cleaning compounds . . . it's easy to find "who sells it" when you turn to the Yellow Pages of your telephone directory.

Hundreds of descriptive classifications guide you to the name, address and telephone number of the dealers who handle the products or services you need. As convenient to use as your alphabet, as up-to-date as Connecticut business, the Yellow Pages are a buyers' "must".

For quick, accurate buying information use the Yellow Pages as your buying guide.

When you "Want To Buy It"—the Yellow Pages will tell you where.

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

t ring

INC.

IN GES"

date re a

the

ages

NY